الجامعة الأردنية

نمـــوذج تفـــويض

أنا زياد سامي الكله أفوض الجامعة الأردنية بتزويد نسخ مـــن أطروحتي للمكتبات أو المؤسسات أو الهيئات أو الأشخاص عند طلبها.

التوقيع:

التاريخ: 18/05/2011

الجامعة الأردنيـــــة
كلية الدراسات العليا

التاريـــخ: 18 / 05 / 2011

نموذج رقم (١٨)
اقرار والتزام بالمعايير الأخلاقية والأمانة العلمية
وقوانين الجامعة الأردنية وأنظمتها وتعليماتها
لطلبة الماجستير

أنا الطالب: زياد ناجح عادل الكعابي   الرقم الجامعي: (8080093)

تخصص: إدارة أعمال   الكليـــــــة: الأعمال

عنوان الرسالة: Investigating the Effects of Human Resource policies on organizational Performance: Empirical study on commercial Banks operating in Jordan

اعلن بأنني قد التزمت بقوانين الجامعة الأردنية وأنظمتها وتعليماتها وقراراتها السارية المفعول المتعلقة باعداد رسائل الماجستير عندما قمت شخصيا" باعداد رسالتي وذلك بما ينسجم مع الأمانة العلمية وكافة المعايير الأخلاقية المتعارف عليها في كتابة الرسائل العلمية. كما أنني أعلن بأن رسالتي هذه غير منقولة أو مستلة من رسائل أو كتب أو أبحاث أو أي منشورات علمية تم نشرها أو تخزينها في أي وسيلة اعلامية، وتأسيسا" على ما تقدم فانني أتحمل المسؤولية بأنواعها كافة فيما لو تبين غير ذلك بما فيه حق مجلس العمداء في الجامعة الأردنية بالغاء قرار منحي الدرجة العلمية التي حصلت عليها وسحب شهادة التخرج مني بعد صدورها دون أن يكون لي أي حق في التظلم أو الاعتراض أو الطعن بأي صورة كانت في القرار الصادر عن مجلس العمداء بهذا الصدد.

توقيع الطالب: ....   التاريخ: 18 / 5 / 2011

INVESTIGATING THE EFFECTS OF HUMAN RESOURC POLICIES ON ORGANIZATIONAL PERFROMANCE: EMPIRICAL STUDY ON COMMERCIAL BANKS OPERATING IN JORDAN

By

Ziad Sami Alkalha

Supervisor

Dr. Zu'bi Al Zu'bi

This Thesis was Submitted in Partial Fulfillment of The

Requirements For The

Master's Degree in Business Administration / Management

Faculty of Graduate Studies

The University of Jordan

May, 2011

COMMITTEE DECISION

This Thesis/Dissertation (**INVESTIGATING THE EFFECTS OF HUMAN RESOURC POLICIES ON ORGANIZATIONAL PERFROMANCE: EMPIRICAL STUDY ON COMMERCIAL BANKS OPERATING IN JORDAN**) was Successfully Defended and Approved on 03/05/2011

Examination Committee	**Signature**
Dr. Zu'bi Al-Zu'bi, (Supervisor) Assist. Prof. of Business Administration	------------------------
Dr. Samir Dahiyat. (Member) Assist. Prof. of Business Administration	------------------------
Dr. Rateb Sweis (Member) Assoc. Prof. of Business Administration	------------------------
Dr. Abdel Nasser Noor (Member) Prof. and the Dean of Business Faculty (Middle East University)	------------------------

Dedication

To the best man in the world who taught me, supported me, and overcome all the difficulties for me...to my father Sami Alkalha. I hope that you are honoured and proud of your son as I promised you.

To the most beautiful woman, to the source of love and compassion, to my soul mate...my mother Majeda Al Samnah.

To my beautiful flowers…The wonderful sisters (Ala'a, Doua'a, and Bara'a).

To my path mate….the amzaing Aunt Ablah Al Samnah.

To my best friends who share with me unforgottably beautiful days (Osama Saleh, Alaa Zammar, Ahmad Shihab, Laith Al Sous, Abed Alhameed Qashlan, Yazan Amarneh).

To Her…………….

Acknowledgment

First of all I thank Allah for everything and for what I have achieved until now.

My deepest thanks to the best doctor in the world my supervisor Dr.Zu'bi AL-Zu'bi for his support. He has saved no effort in helping me. I am actually more thank just thankful, and words fall short of expressing my gratitude to him.

I would like to thank Dr.Samer Dahiyat for his instructions and advice.

Finally I extend my thanks for everyone who supported and helped me in doing this thesis.

List of Content

List of Table

List of Figures

List of Abbreviation:

HR: Human Resource

HRM: Human Resource Management

DOL: Development of Labor Procedure

CIT: Critical Incidents Technique

CBJ: Central Bank of Jordan

INVESTIGATING THE EFFECTS OF HUMAN RESOURC POLICIES ON ORGANIZATIONAL PERFROMANCE: EMPIRICAL STUDY ON COMMERCIAL BANKS OPERATING IN JORDAN

By

Ziad Sami Alkalha

Supervisor

Dr. Zu'bi Al Zu'bi

ABSTRACT

This study is conducted to measure the effect of human resource policies (planning, recruitment & selection, training & development, job analysis & design, motivation, performance appraisal, employees participation in decision making) on organizational performance, and to verify if there is a positive and significant relationship between human resources policies and organizational performance, and to measure the scope of application of human resources policies in the banks in Jordan.

The study surveyed 25 commercial banks in Jordan including local, foreign, and Islamic banks (two banks rejected to contribute in this study because of what they deemed privacy of information. This was accomplished through designing a questionnaire that was distributed to employees in managerial levels. Three hundred and fifty questionnaires were distributed; 250 questionnaires were returned back and 46 questionnaires were disregarded because they were not completed by the respondents.

The results show a strong support for the model, indicating that human resource policies are positively related to organizational performance and have a statistically strong significance on it; R square is (70.2%)

It has been concluded from the research results that the most important effect of human resources policy on organizational performance is the employees' participation in decision making. Nevertheless, this policy is not widely implemented. This could be attributed to a cultural attitude that discourages employees' participation in decision making or because of the nature of banking jobs that seem to be critical, risky, and systematic. Thus, it is worthwhile to give more attention to the participation of employees in decision making. The researcher recommends that Jordanian banking sector should be more concerned with training and development policy in order to develop the employees and provide them with the necessary skills and capabilities, especially in the content and the structure through suitable training and development program programs. Finally the researcher recommends for any future researches in the field to investigate the obstacles that face the implementation of human resource policies in Jordan and the Arab countries as well.

Chapter One

Introduction

1.1 Background:

Globalization has changed the world of business into a complex set of inter-links and networks that aim to increase the performance of each company within a specific system.

Most companies were bureaucratic organizations; positions were specified and organized in a hierarchical manner. This resulted in the emergence of what is called bureaucratic organizations. The idea behind bureaucracy -that developed by Max Weber in late 19th century- was to make organizations more efficient and to be founded on logic and legitimate authority. Characteristics of Weber's bureaucracy:

1- Clear division of labor.
2- Clear hierarchy of authority.
3- Formal rules and procedures.
4- Impersonality in which no one rceived preferential treatment.
5- Careers based on merit. (Noe et al ,1994)

During the 1920's, the emphasis on the human aspect of the workplace began to influence the management perspectives; one of these human approaches is the Hawthorne studies conducted in Western Electric Company in 1924. This study suggested that g employees' productivity increased when they were treated in a positive manner. This study focused the attention on human interaction in the workplace and the influence thereof in the management field. Human-centered approaches also appear in Maslow's theory of human needs. Maslow arranged these needs hierarchically according to their importance and priority. He started with physiological needs (in the bottom of the hierarchy) such as food and water, then safety needs, after that social needs such as

love, sense of belonging, then esteem needs such as need for respect, prestige, and finally self-actualization needs such as the need for self-fulfillment. This concept focused on human needs as the engine that influences a person's work, attitudes, and behaviors. (Noe et al 1994, Schermerhorn 2002).

People are an essential part in every single organization, thus it is not unusual that business management is constantly concerned with how to deal with their employees; In this regard, the department that is responsible for employees' affairs was called personnel department, or employee relations. The role of this department was administrative; i.e. it is concerned with recruiting, hiring, wages and salaries in regards the employees. It played an interactive role and it was not part of the strategic business plans. It remained so until the modern approaches of management evolved. According to modern approaches, people have different needs which could be changed over time, while organizations and managers have to respond to these differences with a variety of management strategies and job opportunities. From these approaches systematic thinking and contingency thinking emerged, and they are all interrelated parts which cooperate with each other for a purpose, while there is no one best solution for everything, but the solution to each problem is situation-dependent. (Noe et al 1994, Schermerhorn 2002).

Organizations require a number of effective elements:

1. Physical resources such as manufacturing tools and equipment to produce a product or a service.
2. Financial resources
3. Marketing capability to sell (products, services, ideas …etc) to customers and establish business relations with them.

4. Human resources, including skills, knowledge, creativity, innovation, and talents.(Fisher et al 1999)

While all these factors are important to organizations, human resources are the most important in terms of providing a competitive advantage. Thus the production techniques, in addition to financing and marketing could be copied, and even the basics of managing people. Nevertheless, the most significant factor is to know how to attract, retain, train, develop, motivate and maintain qualified human resources and this aspect is difficult to be imitated. (Fisher et al 1999)

1.2 The problem of the study:

The relationship between human resources management and firm performance has been a subject of an extensive debate over the last few years. The discussion of this topic came mainly from the USA and the UK. This relationship is discussed in many ways all over the world. Some researchers studied the effect of human resources practices on organizational performance, while others measured the relationship between human resources functions and organizational performance, and there are also some other researchers who linked them with other organizational aspects such as strategy and information system. However, a few researchers discussed the effect of human resources policies on organizational performance especially in our region.

Recently, almost all organizations would have the belief that the most valuable resource that guarantees their survival in the market and achieving sustainable competitive advantage is their human resources. Thus, modern business science focuses on the essential role of human resources and its effect on organizations as a whole, which

means that any changes or developments cannot be realized without the contribution of the human resources.

Banks play an important role in any given economy in general and in Jordanian economy in particular. It is then important to study human resources policies after the most recent global economic crisis and its impact on the performance of the banks operating in Jordan.

Consequently, this thesis attempts to measure and determine the relationship and the effect of human resources policies on the performance of the banks operating in Jordan.

1.3 The importance of this study:

The importance of human resources stems from their critical role in any organization, since human resources is the most important aspect for each organization to achieve goals, to grow and to compete. Although it is not a new topic in business but there is always a need to study human resources in order to adopt them with new environments and situations.

This study is distinctive in handling the issue of human resources since it measures the effects of human resources policies in a unique variety and in a way not used before in any previous study as well as the variety of organization performance parameters.

The importance of this study also comes from the sector which it is concerned with. The study measured the effect of human resources policies on commercial banks operating in Jordan, especially that the banking sector is considered one of the most important sectors in Jordanian economy. Additionally, this study is important in light of the large number of respondents (in comparison with other studies in our region) and the

important role of the respondents in their banks as all the respondents in question were in managerial positions)

1.4 Study objectives:

This study seeks to answer the following questions:

1- To investigate if human resources policies (planning, recruitment and selection, training and development, job analysis and design, motivation, performance appraisal, and employees' participation in decision making) affect the organizational performance.

2- To measure the extent to which the banks operating in Jordan perform the following human resources policies (planning, recruiting and selection, job analysis and design, motivation, training and development, performance appraisal, employees' participation in decision making policies).

3- To identify if there is a positive and significant statistical relationship between human resources policies and organizational performance.

4- To develop a framework that provides better understanding on how human resources policies influence organizational performance.

5- To determine to what extent the commercial banks implement the adopted human resources policies.

Chapter Two

Literature Review

2.1 Introduction:

Over the last years there were a number of debates on the role of human resources management (HRM) in organizations. Human resources department, previously known as personnel or employee department, was primarily an administrative and advocate reference. Nowadays human resources influence a company's overall outcomes, and the investment in its program is justified according to the returns (Noe et al, 2008). Thus many studies began to simultaneously look at human resources and other organizational issues. According to the pertinent literature it is not clear how human resources affect organizational capabilities (Wright et al, 2001).

One of the critical issues that need more research and investigation in our region is the effect of human resources policies on organizational performance. According to Boselie et al. (2001) a great bulk of scientific research about the effect of HR came from the USA and to a lesser extent from the UK. Recent literature argued that there is a number of HR policies that are particularly relevant to organizational performance (Volachos, 2008 ,Sun et al 2007 , Lopez et al 2005).

Until now there are no common rules on what are the optimal human resources policies that affect organizational performance. Additionally there is no compatibility among the reasons of failure of some policies (Lopez et al, 2005).

In their research Sun et al (2007) relied on the work of Bamberger and Meshoulam (2000) and discussed resource-based and control-based approaches in human resources policies. They said, the resource-based approach measures the practices and taps on some issues such as the internal development of employees such as training. Also it has been an instrument in developing the notion of human resources policies. The resource-

based approach is difficult to be imitated or substituted and it provides a sustainable competitive advantage (Barney, 1991).

From the perspective of the resource-based approach, investment in human resources has the potential to develop performance, and a firm would be evaluated according to its superior set of resources, that are dynamic and intangible, and not according to its product market. The argument focused on the integration of human resources policies and practices (Perez and Faclon, 2002)

Ployhart et al (2009) points out job at the organizational level lead to form human resources and represented by the unit aggregate of individual personality. The differences in personality predicted individual service performance and job satisfaction; however not all individual differences are beneficial.

According to Ngo et al (2008) human resources policies that meet these criteria are a beneficial to the enhancement of organizational performance. In contrast, the control-based approach describes to what extent human resources policies relate to directing and monitoring employees performance (Sun et al, 2007). As Bamberger and Meshoulam (2000) suggested these two approaches are not adequate, as a result they should be combined with other approaches. They classified these approaches into three main human resources subsystems:

1- People flow including staffing, employee mobility and training.
2- Appraisal and rewards, performance appraisal, compensation and benefits.
3- Employee relations including job design and participation.

Social climate plays significant role in human resources policies according to Collins and Smith (2006). Employees shared beliefs regarding norms and values govern

interactions and carry out the job. A firm's social climate encourages the employees to focus on the large community rather than their own interest as they defined the social climate as shared norms, values and beliefs that direct employees when they interact with each other while carrying out tasks. In this regard, cooperation and shared codes and language will facilitate human resources functions.

Takeuchi (2009) examined human resources policies by aligning them with business level strategy of organizational performance. He associated human resources policies with cost reduction strategy. In this strategy, flexible human resources management policy includes:

1- Increasing the use of contingent part time or short contracted employees
2- Work simplification and measurement producers
3- Flexibility in job assignment
4- Emphasis on short term technical training and development
5- Increasing proportion of performance appraisal based on short term in differentiation strategy.

The required human resources policies are:

1- High degree of creativity
2- Long term focus
3- High degree of cooperation and interdependence
4- Risk taking
5- High tolerance of ambiguity.

However, the obvious question that arises is which human resources policies are important to link with organizational performance? Human resources policies refer to a set of internally consistent practices performed by firms to enhance knowledge, ability, and employees’ motivation to do their work in the best manner, As it is mentioned earlier , there are no best human resources policies that achieve the best organization interest but literatures pointed out that internal consistency is needed, i.e. training for example, should be linked with compensation, performance appraisal and promotion in order to reduce turnover (Bown and Ostroff 2004 as cited in Ngo et al, 2008).

According to this, many researchers integrated a number of human resources policies such as (Boselie et al.2001, Lopez et al.2005, Collins and Smith.2006, Katou and Budhwar 2007 and Vlachos.2008). These studies measured many human resources policies and found positive relations with organizational performance.

2.2 Human resource management Definition:

Schermerhorn, (2002) defined human resources management as the process of attracting, developing and maintaining the work force in order to achieve organizational goals. Noe et al (2008 p.4) said that "human resources management is the policies, practices and systems that influence employees' behavior, attitudes and performance".

Thus, the researcher defines human resources management as: the process in which human resources department uses the policies, practices, and functions to attract, develop, and maintain the workforce.

2.3 Human resource model and system:

Guest (1987) defined HRM as soft and hard model and whether the focus is either on the "human" aspect or on the "resource" aspect. Soft human resources associated with flexibility and adaptability are more related to McGregor's theory of the Y perspective. On the other hand, hard HRM focus on quantitative and business strategy aspects and whether human resources policies and practices are closely linked to the strategic objectives of the organization.

Human resources management operates through the following interrelated factors:

1- Human resources strategies: by drawing the directions of the way human resources management plan must proceed.
2- Human resources processes: consist of formal procedures and methods to implement human resources strategy
3- Human resources policies: identifying how organizations values, principles, and practices will be applied.
4- Human resources philosophies: determine the way and value in managing people.
5- Human resources practices: the informal method used in managing people.
6- Human resources programs: help in implementing the strategy, policy and practice according to plan (Armstrong, 2006).

2.4 Human resource policies:

When it is said that a person has a policy this means that he has specific goals and a specific way to achieve them. Hence, policy answers these two questions, where organization wants to go? How it will go there?

Human resources policies are guidelines that help organizations in dealing with their employees, and guide decision makers (Stone, 2002). It is like a reference point when employment is practiced and decisions are made. The origin of this word is the Greek word polis which means a city (king, 1959).

Every organization has its own human resources policies: explicit and implicit. Having explicit human resources policies play critical role in consistency and understanding of these policies, but written policies may lead to inflexibility.

According to Armstrong, (2006) certain steps should be taken in formulating human resources policies:

1- Understanding the organizational culture.
2- Analyzing of current written and none written policies.
3- Determining if new policies are needed and in which area.
4- Analyzing external influences.
5- Asking the employees and managers about their view about the policies and negotiating these policies with them.
6- Communicate policies and support it by training.

For the purpose of this thesis, the following human resource policies that are common in most of literatures have been chosen.

2.4.1 Human resource planning:

Burack and Mathys (1987) defined human resource planning as determine future work force needs in size and skills. Dessler (2005,p.152) defined human resource planning as "The process of deciding what positions the firm will have to fill and how to fill them" .

The researcher defines human resource planning as the process of determine organization needs in terms of employees' skills and knowledge to cope with future changes and requirements.

Literatures discussed the evolution of human resource planning that consisted of four stages; the first stage is the formative stage, it focused on the replacement and backup of employees to meet specific and short term needs, the main characteristics of this stage was simple and informal approach. The second stage is the emergence stage, as organizations grow in size and operate in dynamic environment; the need for durable human resource planning is essential. Focus in this stage still on short term.

Stage one and two are connected with each other and form what's called by

" Conventional personal activities" that characterized by:

1- Focus on short term
2- Micro orientation
3- Concerned more in costs.

The third stage is contemporary stage in which organization needs to focus more on human resource information system to respond to change and need. Change in this stage depends on adjustment and improvement in human resource management and job

analysis which should be widely focus and use common job skills and competence while language is the basis for human resource management integration.

The fourth stage is leading edge in which human resource planning plays an integral role in organization, in this stage the planning process is led by a group of professionals and multi dimensional forecasting approaches used improved the results.

Stage three and four are " Human resource planning and development" It characterized by:

1- Macro orientation
2- Focusing on both short term and long term
3- Linking human resource management system to strategic planning (Burack and Mathys, 1987)

Nearly all literatures discussed human resource planning methods in a common way mainly it consists of five major steps that are interrelated as shown in figure1:

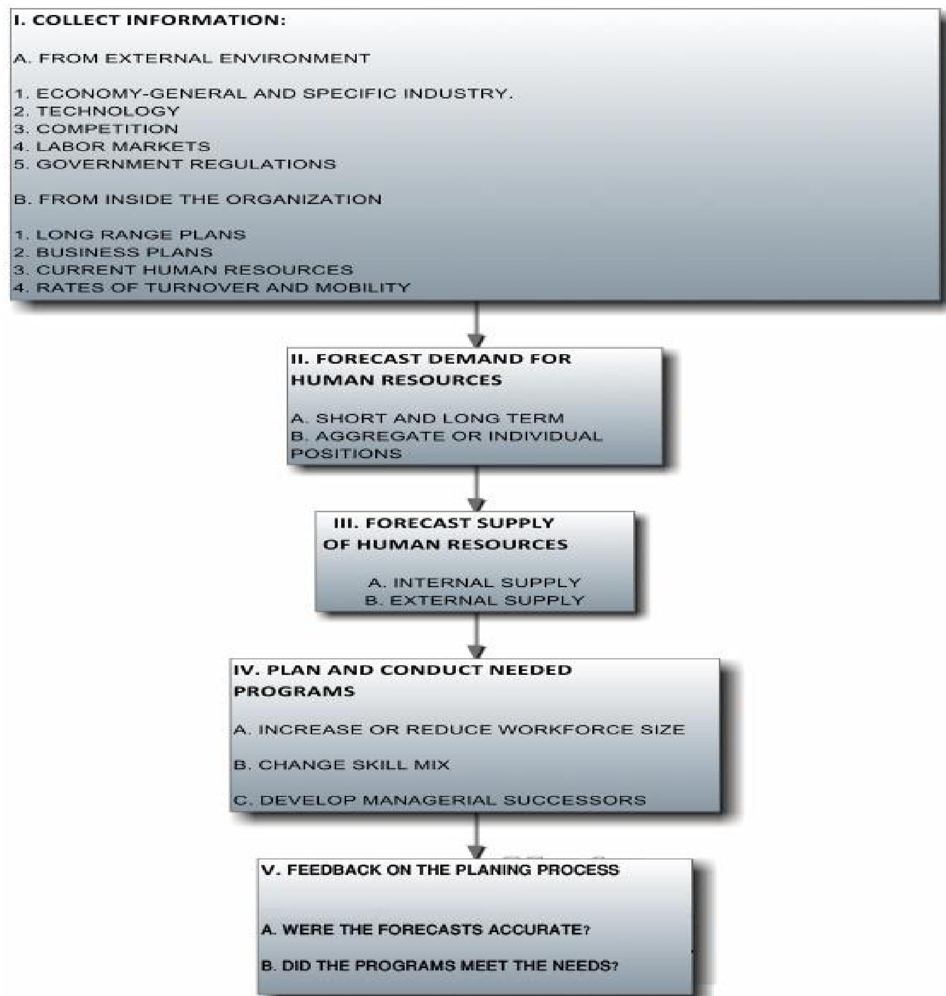


Figure1. Human Resource Planning

(Fisher et al 1990)

1-The first step in human resource planning is collecting two types of information, the First one, from external environment such as: (technology, competition, labor market, government regulations, benchmarking), the second type is obtained from inside the organization such as (business plans, current human resources, rates of turnover and mobility).

2- The second step is forecasting the demand of human resource; several forecasting techniques could be used such as trend analysis by studying the employment levels over

past years in order to determine the trends that may continue in the next years. Another forecasting technique is ratio analysis through making ratios between two factors to draw relationships between them, such as sales revenue and number of sales people.

3- The third step is forecasting supply of human resource, as new employees enter the organization others retire, promote, or die, thus the number of employees needed continually change in order to keep update of the current and future supply of employees, skills and knowledge required information about employees' supply is needed.

4- Plan and conduct needed programs: once the identification of demand and supply completed, the possible results is either when human resource demand exceeds its supply. In this case, a number of actions can be used to resolve the shortage, such as: operate current employees' overtime, using temporary employees, hiring new employees, outsourcing some functions. Another possible outcome is when human resource supply exceeds demand, in this case organization can use: downsizing, transfer, pay reduction, hiring freeze in order to keep the balance.

5- The last stage is feedback on the planning process to assess the accuracy of the forecast and whether the actions taken meet organizational needs.

(Fisher et al 1990, Denisi and Griffin 2001, Dessler 2005,and Noe et al 2008).

Human resource planning is similar to any other policy affected by changes that alter the way human resource operate, Burack and Mathys (1987) investigate some factors shaping human resource planning policies:

1- Structural redesign: as a result of globalization and increasing competition, organizations shifted to multi kinds of structure and thus, changing staffing, workers, roles, relationships and responsibilities.

2- Corporate repositioning: international competition that take place because of globalization, changes the world map in which domestic (products and companies) are competed from foreign one, thus companies try to acquiring other companies and producing new products to gain access to different markets.

3- Technological change: Technology, changes the way organizations operate and compete even it changes the requirements of employees' numbers, skills, as well as the work flow within the organization.

4- Corporate culture: such as achieving common enterprise direction, less emphasis on bureaucracy and centralization, facilitating individual career progress.

Human resource planning policy considered one of the most important policy because of its essential effect on organizational performance with others human resource policies(Boselie et al, 2001).

2.4.2 Job analysis & design:

This concept was known in many years ago in management books. The most famous work done by Fredrick W. Taylor when he divided work to simple movements in order to identify what was necessary and what was not, and then determined the time consumed to accomplish those movements to, select the quickest and best movements in doing the job(Kazarian, 1979).

Furthermore, organizations consist of positions that have to be filled by employees, Dessler (2005) defined job analysis as the procedures to determine the duties and the characteristics of employees' needed to fill those duties, whereas Denisi and Griffin (2001 p.139) defined it as "The process of gathering and organizing detailed information about various jobs within the organization so that managers can better understand the processes through which those jobs are most effectively performed"

The researcher defines job analysis as, the process of gathering information related to jobs in order to understand those jobs and achieve their requirements.

Job analysis should have the following conditions:

1- Collecting job information.
2- Ensuring the accuracy of information.
3- Writing job description depending on the collected information.
4- Identifying the skills, abilities and knowledge needed.
5- Job information must be updated. (Fisher et al 1990)

In doing the job analysis most likely the following information are collected:

1- Work activities: to determine the main work activities and how, when and why employees doing them.
2- Human behaviors: include employees' behaviors used to perform those activities.
3- Machines and equipment: are tools, machines, equipments, and other work aids needed in performing the target job.
4- Performance standards: this information may be used to assess the employees' performance and what should be done by them.
5- Job context: such as physical working conditions: contact, work schedules.
6- Human requirements: includes the required skills, knowledge, characteristics, training and work experience to perform the job(Dessler,2005).

According to literatures (Fisher et al 1990 and 1999, Dessler 2005), job analysis consists of the following phases:

1- The scope of job analysis: firstly to do the analysis, organization must identify the jobs that need to be analyzed and what it decided to do with this analysis.

2- Methods of job analysis: organization could use methods like (interview, questionnaires, observation) to collect data or could use quantitative job analysis techniques or as some literatures mentioned under the name of (structured job analysis procedures).

Some of those techniques are:

A- Development of labor procedure (DOL): by set worker functions that describe what employees can do with data, people, and things (these three components are the spirit of this method) Data contains functions such as: synthesizing, coordinating, and copying.

People include mentoring, negotiating, and supervising. Things include manipulating, tending, and handling; each one of those activities has weight in which the highest combination used to identify the job, and this is the highest level would be expected to attain.

B- Critical incidents technique (CIT): in which group of expertise writes behaviors that lead to effective and ineffective performance. Then those behaviors are sorted into similar groups, finally the job behavior classified according to its importance and effect on job performance.

C- Functional job analysis: is a modified technique of DOL, It differs in rating the jobs not just according to data, people, and things but also according to: specific instructions used to perform the tasks, to what extent the tasks required judgment, the mathematical ability required, and verbal facilities to perform the tasks.

3- Data collection and analysis; it's not enough that organizations do all the previous phases in a good way also it should use the right way to collect and analyze the data.

4- Assessing job analysis methods: Ten criteria for assessing job analysis methods:

1- Purposes served: can the data collected be used for a variety of purposes?

2- Versatility: can a method be used to analyze many different jobs?

3- Standardization; can a method provide data that can be easily be compared to data collected by other methods?

4- User acceptability: do users of the method accept it as a reasonable way to collect job data?

5- Training required: how much training is needed before individuals can use it to collect data in the organization?

6- Sample size: how large a sampling of information sources is needed before an adequate image of the job can be obtained?

7- Off the shelf: can method be used directly off the shelf or must consider development of work be done to tailor it for use in a particular organization?

8- Reliability: does the method produce reliable data?

9- Time to complete: how long does it take to analyze a job using the method?

10- Cost: how much does the method cost to implement and use?

El et al (1983) cited in fisher et al (1990)

Job design is the process of defining the way work will be performed (Noe et al .2008), another definition by Torraco (2005 p.85) "Work design is the basis for how work is conceived in broad terms, translated across organizational levels, and structured for the units and the individuals who perform the work". The researcher defines work design as the process determining how the work will be performed and what the tasks needed to perform this work.

Work requirements forced the change on work design. Followings are some design theories:

1- Sociotechnical system theory: this theory tries to combine human and technology in order to improve job productivity through design process that concentrate on the interdependence between people and technology.

2- Job characteristics theory: this theory describes jobs through the following dimensions: skill variety, task identity, task significance, autonomy, and feedback in which the worker who has this dimension seems to perform better with high productivity and low turnover.

3- Process improvement: discusses the understanding of how the work done according to different phases and how the value is added, the most successful effort in work design is the work process in main component in organization's structure.

4- Technostructural Change theory: this theory investigates work design influenced by organizational structure and technology in which the organic structure is suitable to the organization that faces dynamic market and technological environment.

5- Activity theory: The core element in this theory is, the activity that includes the individual and the environment that considered as integral element of the activity which can be analyzed through: first, activity at the highest organizational level which considered the motivation of the activity, it is closer in meaning to the strategy, it classified according to their motive and object. Second: the activity that combine multi methods and patterns. This level called goal directed actions. Third: the operation level in which the goal directed actions are cared out (Torraco, 2005).

The main goal of job analysis and design as Kazarian(1979) pointed out is that perform the work with time efficient , effort, and money, thus it is important to understand related issues in job analysis and design including the benefits, problems, and the conflicts that may emerge between management and employees.

Job analysis and design can:

1- Develop the entire operation
2- Improve employees loyalty and moral
3- Develop quicker and easier way in doing the job

According to Siddique (2004) companies that conduct job analysis and design have much better knowledge of their employees' strengths and weakness in which they can take corrective actions in the suitable time. Also, he concluded that a proactive job analysis contributes to organizational performance by promoting positive job attitude and work commitment. Prior researches had clearly documented, an appropriate work design promotes employee satisfaction, motivation and well being (Wegge et al .2006).

Katou and Budhwar (2007) found a positive relation between job analysis and design from one side and organizational performance on the other.

Human resource planning policy considered one of the most important policy because of its essential effect on organizational performance with others human resource policies(Boselie et al, 2001)

2.4.3 Recruitment and selection:

After the organization planned for the jobs and made the match between employees demand and supply then analyzed and designed the jobs and determined how every job performed and what skills, knowledge, and qualifications needed to do jobs, for instance those jobs need to be performed by employees with specific qualifications, and organizations need to keep up dated with changes and achieving competitive advantage, this cannot be without suitable and qualified employees filling the jobs, because of high competition on talented workers and the difficulties to control employees' turnover, effective recruitment and selection is crucial.

Stone (2002 p.174) defined recruitment as "The process of seeking and attracting a pool of qualified applicants from which candidates for job vacancies can be selected".

He also investigates the link of recruitment with organization strategy through attract and create a pool of qualified employees' who can achieve organization strategy " Strategy Recruitment", whereas Denisi and Griffin (2001 p.170) defined recruitment as "The process of developing a pool of qualified applicants who are interested in working for the organization and from which the organization might reasonably select the best individual or individuals to hire for employment". Based on literatures definitions, the researchers defines recruitment and selection as the process of creating a pool of qualified employees' who can perform the jobs in a way that help in achieving organizational strategy.

Organizations goals from recruitment mainly the same, they try to create a pool of qualified applicants and always maintain a reasonable qualified pool in which they can choose from, In addition to provide realistic job preview that gives the employees a real

work overview including both positive and negative information, as organizations have goals in recruitment also employees have goals, employees' goals varies from one to another but generally they look to have large possible jobs opportunities to choose from, other goals such as financial goals, promotion, job security, social network…etc. (Denisi and Griffin,2001)

It's important that managers understand the employees' perspectives toward recruitment, as figure(2) shows how recruitment process occurs from organizations and employees' point of view, the process from organizations point of view begins when vacant or new positions occurs. Organizations make job analysis to determine how jobs performed by tasks and identify the required qualifications to fill those jobs, then make recruitment effort to create a pool of qualified applicants, followed by evaluate applicants, choose between them and finally make the offer, on the other hand recruitment process from applicants/employees point of view begin in receiving education or learning, then choose occupation and acquired experience, after that search for new job opportunity and apply for jobs, then evaluate both jobs and companies and impress companies, finally accept or reject offers. (Fisher et al 1990).

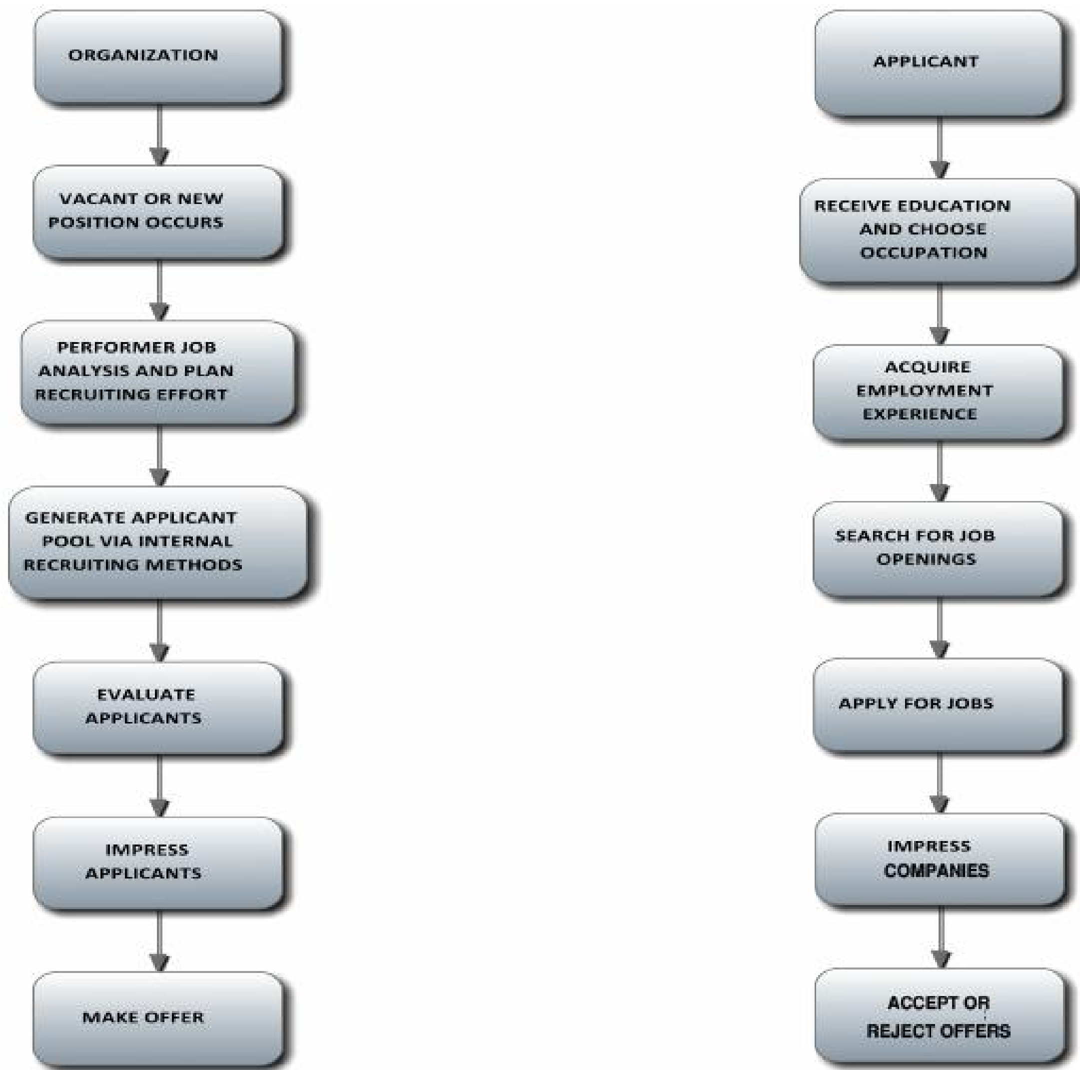


Figure 2. Comparing between organization and applicant recruitment point of view.

(Fisher et al 1990).

Recruitment policies give general framework for recruiting actions and objectives, some points should be taken into consideration in recruitment policies like:

1- Whether to recruit internally or externally.
2- Using local or international recruitment resource.
3- Hiring women and monitories.
4- Hiring relatives and friends of current employees.
5- The method used in recruitment. (Stone, 2002)

Recruitment policies require undertake the availability of qualified supplies of labor, thus, human resource managers need to know what training and experience need and what attracts man or woman and what make the employee' move from one job to another, all these issues discussed through mobility. Mobility could be internally or externally, for instance, moving to a job within the same firm referred to internal mobility. It could be promotion to higher level or transfer in the same level to other job. The second type involves change of current occupation, industry, geographic area or a combination of them, referred to external mobility. Employees looking for benefit from this movement such as career development, job experience, financial benefits, and work relations. Mobile has some characteristics in term of:

1- Age: in which the mobility be higher in middle age.
2- Educational level: the mobility becomes higher to those who have higher level of education or learning as more job opportunities are open.
3- Marital status: married employees are less likely to move than single ones.
4- Housing: type of housing plays important role in movement in which employees prefer to move to a job which pays the house rent.
5- Regions: some regions are more preferable by employees' than others

6- Occupation: employees in some positions are more movable than others such as, managers and engineers. (Atkinson and Purkiss, 1975)

Sturt (1975) discussed three important factors effect recruitment policies:

1- Salary structure: company's salary structure is important factor in recruiting talent and highly skilled worker in which the pay structure should be higher comparing to competitors in order to recruit talent workers.
2- Opportunities for added experience: in which the company is more concerned in recruit employees who have similar attitude to products and company, thus, the job will be more attract if it adds new job experience.
3- Company loyalty: one of the important factors to employer is the decline of employees' loyalty to his firm, thus the new recruiter could benefit from that in focusing on factors that lead to this decline to recruit qualified employees'.

Literatures discussed also recruitment as a position in which recruiter operate in a way that link managers and candidate with each other. Recruiter qualifications varies depend on organization type and the nature of recruitment policies but in general common characteristics are: 1-know organization jargon 2- know jobs that have to be performed and the required skills 3- the ability to travel extensively 4-verbal skills, he must be able to use suitable language in communicating with people 5- sensitivity to people that enable him to know what people want before they say 6- the ability to write report 7- ability to listen 8- self confidence 9- potential and tolerance. Table (1) explores the responsibility of both recruiter and hiring manager. (Hawk,1967)

Table 1. Division of Responsibility in Recruiting

DIVISION OF RESPOSIBILITY IN RECURUTING	
RECRUITER	***HIRING***
ESTABLISH INITIAL CONTACT; INITIATE INTEREST IN COMPANY AND IN SPECIFIC JOB OR JOBS	
INVITE TO PALNT AND MAKE NECESSARY ARRANGEMENTS	***REVIEW PAPERS, PREPATE TENTATIVE QUESTIONS***
ORIENT TO LOCATION, COMPANY PRODUCTS, HISTORY, ETC.; ANSWER GENERAL QUESTION, EVALUATE OVEALL MOTIVATION AND FIT	
INTRODUCE TO HIRING MANAGER	***GAIN CANDIDATE'S CONDIFEDANCE; ESTABLISH RAPPORT ; EVALUATE TECHNICAL COMPETENCE, ANSWER SPECIFIC QUESTIONS; NEGOATIATE***
CONDUCT WARP UP INTERVIEW; EVALUATE EFFECTIVNESS OF NEGOTIATIONS AND ASSESS DEGREE OF INTEREST	
SUPPLY FEEDBACK AND COMARE NOTES WITH HIRING MANAGER	***MAKE GO/ NO-GO DECISION***
MAKE OFFER IN BEHALF OF THE MANAGER	
FOLLOW UP TO SEEK CANDIDATE ACCEPTANCE OR RESOLVE REMAINING PROBLEMS	**NEGOTIATE FURTHER AS NECESSARY**

(Hawk,1967)

According to literatures recruitment policies divided into two main categories:

1- Internal recruitment: Denisi and Griffin (2001) defined it as looking from within organization for qualified employees' to promote to higher level jobs. Different internal recruitment policies used such as :

A- Computerized record system: that records employees' names, positions, qualifications, and histories. This information facilitates human resource manager to choose from current work force, but this policy does not ensure if employee really interested in the vacancy or not.

B- Job posting: which means advertising vacancy to current employees using intranet, personal letter, and news letter that enable employees to match their skills, qualifications, preferences with new vacancy.

C- Supervisory recommendations: when new vacancies need to be filled Supervisors recommend certain persons to fill those positions.

D- Succession planning: Dessler (2005 p 163) defined it as "Ongoing process of systematically identifying, assessing and developing organizational leadership to enhance performance". It consists of three steps: 1- Job analysis 2- assessing candidates 3- selecting employees to fill the positions.

2- Second category is external recruitment: is looking outside the organization for qualified employees' (Denisi and Griffin,2001),

Different external recruitment can be used like:

A- Advertising: through newspapers and magazines.

B- Government employment agencies: " Sometimes called personal consultants, typically specialize in the recruitment of clerical and secretarial personnel" (Stone 2002 p.183).

C- Personnel consultancies: are private owned employment agencies.

D- Management recruitment consultants: that focus on recruit professionals and managerial positions. It's helpful to use management recruitment consultant because they save time in searching, interviewing, and evaluate managers as well confidential because they have experience.

E- Word of mouth: " when the organization simply informs present employees that positions are available and encourages them to refer friends, family members, or neighbors for those jobs" (Denisi and Griffin 2001 p 178)

F- Universities recruiting: recruiting directly from colleges and universities.

(Fisher et al 1990, Denisi and Griffin 2001 , Dessler 2005, Stone 2002)

As literatures indicated that neither approach is better than the other, each one has advantages and disadvantages:

Internal recruitment:

Advantages:

1- Organizations are more knowledgeable about employees' strengths and weaknesses.
2- Increasing current employees' motivations.
3- Less expensive.
4- Consuming less time in training and socialization.

Disadvantages:

1- Internal employees' may have no sufficient qualifications.
2- The organization may lose flexibility.
3- The organization may face what's called " Ripple Effect" that is when a person transfer internally and his old position filled by the same way (internally recruitment) and the third person old position also filled internally and so on.

External recruitment:

Advantages:

1- New skills and blood flow to the organization.
2- The pool of qualified worker is large.
3- If the organization recruit talent workers externally it will reduce training costs.

Disadvantages:

1- The loyalty of existing employees may suffer.
2- New employees need much time in adjustment and orientation.
3- Higher costs.

(Fisher et al 1990, Denisi and Griffin 2001 , Dessler 2005, Stone 2002)

It's not always that organizations can find the suitable employees' in all cases.

Sometimes it can't find the desired workers, in this case human resource shifts to other action by using alternatives recruitment policies as follow:

1- Overtime; by asking the existing employees to work extra hours, it gives the employees advantages to gain new experience.
2- Temporary workers: who work for specific time, generally they are lower in costs than permanent employees' but they may not homogenize with organizational culture.
3- Employee leasing: in which the organization receive a pool of employees' to do some jobs and pays fees to leasing company, in other word, the organization outsource recruitment, hiring, selection, training, evaluating to lease company,

this policy is low in costs and saves time, but those employees' don't have commitment and loyalty to the organization.

4- Part time workers: who works less than forty hours per week.

(Fisher et al 1990, Denisi and Griffin 2001 , Dessler 2005, Stone 2002)

This section consists of further discussion in selection, as the organization has a pool of applicants it should choose workers to perform jobs; this is what known by selection. Researchers such as Berry (2003 p2) defined selection as " A rational set of procedures by which employers collect information about individuals seeking jobs and use the information to make employment decision"

In order to select from a pool of candidates some steps need to be followed:

1- Receipt the application from applicants
2- Screening interview: it may be conducted to check on general characteristics such as language, confidence, and appearance.
3- Conducting tests to match between job requirements and employees' qualifications, such tests like intellectual intelligence that measures IQ, personal tests like motivation and emotional stability.
4- Interviews: is the most famous and widely used technique it could be structured in which the interviewer use some procedures and ask the same questions to all applicants, on the other hand unstructured interview do not use planned question and try to discover more in depth applicant's reactions. Mandell (1956) pointed out steps needed to have effective interview: 1- Selecting well skilled interviewer 2- The interview should measure what can't be measured by other methods 3- The interviewer should know jobs requirements, working

conditions…etc, He also, discussed interviewers qualifications such as: being good listener, should be objective rather than subjective, being intelligence, have good interpersonal skills, and knowledge of jobs.

5- Background investigation and reference check: to make sure that some information given by applicants is true such as education, prior employment data.etc.
6- Medical examination: to determine how the applicants Fit for the jobs
7- The selection decisions

(Mandell 1956, Hawk 1967, Fisher et al 1990, Densis and Griffine 2001 , Stone 2002 , Berry 2003, Dessler 2005 , Noe et al 2008).

It's important that all these steps are used in this order. Organizations could use some of them in different order or use steps not mentioned.

As literatures indicated, selection techniques should have characteristics like:

1- Reliability: Literatures defined it as the degree in which selection method or technique free from random error.
2- Validity: measures to what extent the method or technique measures what is supposed to measure, it can be expressed through correlation coefficient, validity have two types: the first one is predictive validity " A criterion related validity study that seeks to establish an empirical relationship between applicants test scores and their eventual performance on the job". The second one is concurrent validity " A criterion related validity study in which a test is administered to all people currently in a job and then incumbent's scores are

correlated with existing measures of their performance on the job" (Noe et al 2008 p 232).

3- Genralizability: in which the validity of one selection method or technique can be used to another.

(Mandell 1956, Hawk 1967, Fisher et al 1990, Densis and Griffine 2001 , Stone 2002 , Berry 2003, Dessler 2005 , Noe et al 2008).

Huseild (1995) found that attracting and selecting the right employees' will increase employees' productivity and decrease turnover. Michie and Quinn (2001) found that recruiting and selecting can create the right culture for growth and productivity, according to (Michales et al 2001 as cited in Collins and Jian, 2004) organization that are able to create larger pools of qualifications will increase the effectiveness of their staffing system.

In his study on "Greece food managers", Vlachos (2008) found that there was a good relationship between recruitment, selection, and organizational performance. His study's results was the same as what Lopez (2005) found in his study on Spanish companies

2.4.4 Training and development:

Organizations that are organized to produce product or service, also produce person who has skills and knowledge to do his work, this can't be without training and development. Training considered one of the most important topics in human resource management as it plays a significant role in maintaining and improving employees' current and future capabilities.

In the past, organizations were more concerned to train employees on how to use and work on machines in order to produce certain products. In World War II, when women were transferred to jobs previously done by men, there was a need for training women. (King, 1959). After that, the pressure of global competition changes the way organizations competes and operates in which the focus directed toward mental and intellectual skills that lead to change the way organizations train their employees.

Williams (1998) defined training as a goal directed, depending on experience and have impacts on behavior and cognition.

According to King (1959) the origin of training word comes from French word Trainer also the Latin word docere "to teach" even the verb "to manage" means "to train by exercise".

"Training" is a planned effort that facilitates the learning issues related to the current job while "development" is the process of acquisition of new knowledge, skills and behavior to meet changes in job requirement (Noe et al, 2008).

Hall (1984) defined development as the identification process for future needs of skills and activities management to explicitly corporate and business strategy.

Nadler (1989) defined human resource development as: the process of producing behavioral change through a range of organizational activates conducted within specific time.

From previous definitions the researcher defines training as the process of teaching employees the required skills and knowledge that help them in their current jobs, while

development is to provide employees with new skills and knowledge that help them in their future jobs.

Armstrong, (2006) pointed out four types of learning as follow:

1- Instrumental learning: focuses on how to do the job in a better way (basic standard).
2- Cognitive learning: concerns knowledge and skills.
3- Affective learning: focuses on attitude and feeling development.
4- Self reflective learning: developing new way of understanding and create new knowledge.

When there is a gap between what is actually performed and what should be performed training need will exist (Price, 1975).

According to Dwivedi (1982) this gap can be determined through:

1- Identify specific job requirements.
2- Determine the tasks needed to accomplish the job.
3- Knowing the procedures needed to achieve the tasks.
4- Analysis that skills and knowledge needed for accomplish the procedures.

Dwivedi (1982) and King (1959) discussed training as a policy in which the organization should indicate training objectives. The importance of policy comes from its ability to translate ideas into action then carried out by people and equipments; the important thing here is that people should understand the policy through training.

Swanson and Holton (2001) classified human resource development paradigms into two main categories:

1- Learning paradigm.

2- Performance paradigm.

1- Learning paradigm has three main streams:

A- Individual learning: focusing on individual learning as outcome and target for intervention.

B- Performance based learning: focus on individual performance results from learning.

C- Whole system learning: focusing on improve organization overall performance through individual performance as well as learning

The main change when moving between the three streams, the focus will be toward the performance when moving from A-C, but performance improvement still the result of learning.

2- Performance paradigm: the outcome focuses on the performance as a whole, but the intervention focuses on non learning issues. Within this paradigm there are two streams:

A- Individual performance improvement, which concentrates only on individual performance.

B- Whole system performance improvement which concerns multiple organizational level.

In order to write effective training policy; organizations have to take into consideration some issues such as:

- Thinking of trainees as internal customers who trained to accomplish the business by choosing from training tools.
- Let trainees express their expectations from training to retrench training gap: they have to express what they hope to learn. Trainees and supervisors should participate together in this action, as well as organizations should recognize different training style. Thus, organization should discuss with trainees the suitable training style.
- Nurturing is also important to insure what's learnt in training can be accomplished in real job settings. (Nilson, 2003)

One of training goals is how to affect positively on both employees and organizational performance; there are five major links between training input and performance output:

1- The knowledge and skills as input.
2- The competencies that result from knowledge and skills.
3- The tasks performed through performer in which the knowledge and skills input should be linked to the task output.
4- The job output that result from the success of performing tasks.
5- The jobs output should be used to produce the desired function.

(Odiorne and Rummler, 1988)

When the organization intended to conduct training it should be careful on training cycle which includes three stages:

1- Presentation of learning activity: in some kind of training methods learners play a role in which the aim of this activity is to prepare the trainee to the next stage and encourage inductive learning through reading and deductive learning through experience.

2- The participant's response: this stage is the most important one because in this stage trainee tries to analyze the feeling and knowledge acquired in the first stage

3- Application of learning: in this stage learning activity moves from being on paper and methods to be implemented in workplace in which the trainee knows analysis, concludes, and implements. (Hart, 1991)

Thus, training should be systematic in its designing, planning, and implementation to achieve what it intended for. Literatures differ in the number of phases in training systematic approach but in general the followings are the most common components:

1- Need assessment: one of the reasons for training failure is, it doesn't match the organization needs, in the past employees were asked to list the training they want, which is wrong approach because it report what the employees wants instead of what they actually needs (Eerde et al 2008).

Brown (2002, p.569) defined need assessment as " ongoing process of gathering data to determine what training needs exist so that training can be developed to help the organization accomplish its objectives".

According to literatures, needs assessment consists of:

1- Organizational analysis: through this analysis data about organization is collected to help in determining where training is needed. Noe et al (2008 p271) defined organizational analysis as " A process of determining the business appropriateness for training"

Brown (2002, p.572) said that organizational analysis is "Under what conditions the training will be conducted. It identifies the knowledge, skills and abilities that employees will need for the future, as the organization and their job evolve or change"

Three important issues should be taken into consideration when analyzing the organization:

First, management and peers supports.

Second, company strategic direction.

Third, the availability of training resource. (Noe et al 1994)

When organizational analysis conducted; changing the surrounding environment should be considered to cope with new requirements. such as future skills in which needed skills must be changed or adjusted, labor pool could be changed especially in international organizations as more diversified workers with different background is needed. This leads to training in order to homogenize workers culture with organizational culture. In addition to the change in laws and regulations workers need training to adjust to new laws and regulations. (Cekada, 2010)

2- Personal analysis: data could be collected through employees interviewing, and asking them questions to assess their knowledge and skills.

3- Task analysis: through comparing between job requirements and actual employees' knowledge and skills, if there is any gap this mean training is needed (Cekada, 2010).

Task analysis determines job requirements such as skills, knowledge and behaviors that need to be focused upon in training (Mcconnell, 2002)

2- Ensuring employees' readiness for training: it's not enough to assess training needs without ensuring that trainees have the motivation to learn the content of training program which known as "motivation to learn".

3-Creating learning environment: by creating the sense inside employees of the important result of training and the ability of using what they learnt in real work place as well as using their own skills and experience.

4- Ensure transfer of training: this can't be without management and peers support which considered as essential part in this phase.

5-Selecting training method:

"Training methods are the back bone and the frosting on the cake of any training program design". (Hart, 1991.p3)

According to literatures, choosing between training methods depends on training type, trainee themselves, time, cost ….etc as well as organizations may choose more than one method.

There is plenty of training methods used in human recourse; the following are the most popular:

1- Warm up activities: to prepare the trainees through using early introduction.
2- Presentation.
3- Video and film (visual learning).

4- Discussion and brain storming.

5- Case studies.

6- Using action training such as role play and games.

7- On job training.

8- Simulation.

9- Team training.

10- E-training.

(Odiorne and Rummler.1988, Hart.1991, and Noe et al 2008)

6-Evalualting training program: to ensure that training meet the needs of individuals and organization and do what is expected to do reviewing training is a must.

Korb (1956) suggested three policies for evaluating training:

1- Measure the effect of training in classroom and how training changes trainees skills and knowledge.
2- Measure training results after transfer to job to see if the change is going the right or wrong way.
3- Measure the effect of the training on organizational performance as a whole, such as measure the performance of manufacturing department after training course in quality.

Kirkpatrick and Kirkpatrick (2005) investigated the reasons of training evaluation; they said that organizations conduct evaluation to ensure the effectiveness of training program and to:

1- Justify the budget on training department and how it contributes in achieving organizational goals and objectives.
2- Decide whether to continue on training.
3- Learn from previous training to improve next training programs.

They also discussed the four level evaluation approaches that are interrelated with each other in which each level is important to the next one:

Level 1: Reaction: the evaluation on this level depends on how the trainees react, it is important to focus on positive reaction as a motivation to learn, positive reaction may not ensure learning but negative one reduce the desires to learn.

Level 2: Learning: this level occurs when attitude change and/or skills learned or increased or, knowledge developed.

Kirkpatrick and Kirkpatrick (2005) said that some trainees didn't believe in learning without changing in behavior, they said also, it's impossible for behavior change without changing in attitude and / or skills and / or knowledge.

Level 3: Behavior: can be measured as the amount of change in behavior that has occurred to ensure changing in trainees behaviors, they must have the desire to change, as well as to know what they should do and how, suitable climate must be there, finally they must be motivated to change.

Level 4: Results: it's the final objective of training program, it occurs because of participation and interaction of trainees in training program, it could be tangible such as increase in quality or sales or intangible such as customer satisfaction.

Now its worth to discuss briefly some policies in training and development through Odiorne and Rummler model for training and development, this model creates four training and development policies based on employee performance and potential as shown in figure 3:

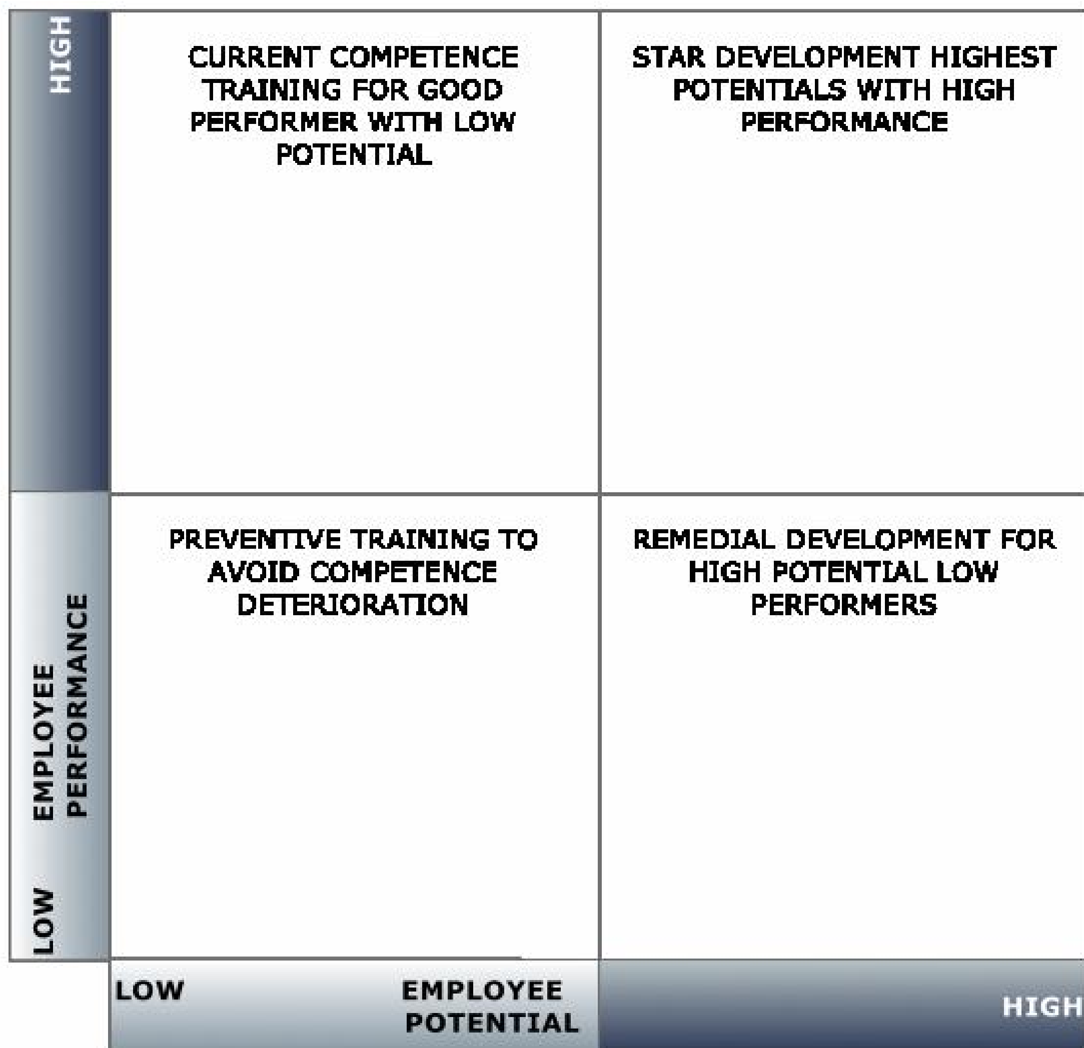


Figure 3. A Portfolio of Training and Development Policies

(Odiorne and Rummler.1988).

1- Star development: this policy for employees who have high potential with high performance, those employees' have the highest potential for growth and greater

capability for promotion such as training middle managers to prepare them to higher level of management.

2- Competence improvement: this policy for employees' who have high performance with low potential, this group considered the largest group in organizations and they need more training than other employees.

They need training to improve their knowledge, skills and behaviors to do their present job with higher competence; for example, training in new technology.

3- Remedial development: this policy for employees' who have greater potential than their current position, and their current performance is less than desired, because they may lack some skills or have some behavior that affect negatively on their performance.

4- Preventive training and development: this policy is used when employees whit low potential and low performance. Some managers called it "deadwood", this policy remove employee from his current position to a lower one, in this case the employee is subject to training for new lower job.

(Odiorne and Rummler.1988).

Training and development have positive impact on different dimensions of organizational performance (Kalleberg and Moody, 1994), such dimensions, are training and development, increase specificity of employees' skills that increase productivity and decrease job dissatisfaction. Also, training and development reduce the cost and the risk of selecting that leads to reduce turnover (Vlachos, 2008). Hung (2010 p2) depending on Sugrue and Rivera (2005) study in state of the industry reported that

evaluate the effect of training on five levels, each one in certain portion: level one (employee reaction) 91%; level two (employee knowledge) 54%; level three (transfer of training to the workplace) 23%; level four (impact on business) 8%; and level five (monetary impact of the training) 3%.

Training cannot always solve problems caused by poor system design, insufficient recourse or crises and incidents in which increasing employees' knowledge and skills may not resolve the problem. Another approach dealing with the influence of training and development on organizational performance is the theory of human capital that stated: training considering as investment in human resource that can be justified according to return (Valle et al, 2000). Although training evaluation is critical and important step in training program, however this step is often eliminated (Attia,2002), because training has been limited historically, training budget has been reduced annually, trainer anxieties result in the desire to avoid performance appraisal unless outcome is guaranteed to be positive (Wang et al ,2002).

2.4.5 Motivation:

After employees have received training and desired learning to perform their jobs, their organizations have to focus on the factors that encourage them to continue working and developing in a way that serves the organization's strategy. For instance, the word motivation has root in Latin, it derived from "Mover" which means "To move" (Steers and Porter, 1991), Stone (2002 p 396) defined motivation as "An internal state that induces an employee to engage in particular behavior, or as a set of factors that cause employees to behave in certain ways".

Literatures definitions focused on 1- what energizes human behavior 2- what directs human behavior 3- how this behavior is sustained (Steers and Porter, 19991).

The researcher defines motivation as the policy used to encourage employees' to work in a way that achieves organization's strategy.

Motivation is complex because it's not observable; it's based on physiological factors, on social factors or on a combination of them (Stacey and Demartino 1963).

As employees benefit from motivation, organizations also do. Organizations solve the pay problem through motivation, as employees' in comparable work in other companies are highly sensitive about pay. Organizations also benefit from employees' contributions in achieving business success through motivation as well as their contributions in achieving organizational development (Sibson, 1974).

Literatures discussed motivation through theories; it classified the motivational theories into:

1- Content theories: that use factors essential in employees' behaviors to explain motivation, they include:

   A. Maslow's needs hierarchy theory: developed by Abraham Maslow, he arranged human needs in five categories, put them in hierarchy and classified them into: low order needs that include Physiological, Safety and Social needs, and high needs that include Self esteem and Self actualization.

   B. Herzberg's two factor theory: this theory classified needs into two factors :

1- Motivators: that determine job satisfaction and performance, they represent higher needs and include: recognition, responsibility and advancement.

2- Hygiene factors: according to Herzberg those factors don't motivate employees' but can prevent motivation from occurring, this level can be achieved by pay, company policies and work conditions.

C- Acquired needs theory: developed by David Mc Clelland, his approach of motivation consists of three needs: 1- need for achievement such as performing better, and problem solving 2- need for power: such as controlling and influencing others 3- need for affiliation through good relationships with others.

2- Process theories of motivation: explain how people choose to work hard, not based on reward, work outcomes and preferences:

A- Equity theory: this theory states that an employee is motivated to work less or more if he feels a difference between his input and what he received. If the employee feels inequity he could put less effort in his job, asking for better compensation or leave the job. In addition, two equality situation should be taken into consideration: first one is gender equality as in some countries women receive less than men, Second is comparable worth in which people in the same qualification, experience and education and do the same job should received similar pay.

B- Expectancy theory: developed by Victor Vroom, he stated that motivation depends on relationships between:

1- Effort performance expectancy: in which working hard will result in a desired performance.
2- Instrumentality: in which successful performance will followed by rewards.
3- Valence: is the value that employee gives to the rewards.

C- Goal setting theory: developed by Edwin Locke, this theory states that goal setting could be motivated if the goals are properly set and well managed in which employees' can be given directions and provided the way in self-management. It's important that goals be understood, difficult but achievable as well as receive general acceptance.

3- Reinforcement theory: the essence of this theory is to control the behavior by manipulating its consequences; once the behavior influence is expected, the consequences of the behavior must be manipulated (Steers and Porter 1991).

Four policies can be used in reinforcement:

1- Positive reinforcement: "Is a stimulus which, when added to a situation, strengthens the probability of an operant response" (Skinner 1953. p73), so managers have to choose a reward policy that has maximal reinforcement consequences.
2- Negative reinforcement: "Strengthens a behavior by making the avoidance of an undesirable consequence contingent on its occurrence" (Schermerhorn, 2002 p 374).

3- Punishment: "Presenting an aversive or noxious consequence upon a response, or removing a positive consequence contingent upon a response" (Stress and Porter 1991 p 70).

4- Extinction: "Withdrawal of a positive reinforcement so that the undesired behavior gets weaker and eventually disappears" (Stone 2001 p 412).

(Stacey and Demartino 1963, Streers and Porter 1991, Stone 2001, Schermerhorn 2002).

Most organizations develop multiple wage structure because it's difficult to find compensation system that is appropriate for different jobs with different levels. For instance, two types of job-related rewards were discussed in literature: intrinsic and extrinsic rewards.

Intrinsic rewards are related with characteristics of the job itself, common types such as:

1- Job autonomy: the degree in which the employees' works with freedom.
2- Power and influence: having control over others and the ability to make decisions.
3- Achievement: is the ability to do something valuable, what is considered valuable for one employee may not be so to another.

Extrinsic rewards are related to job environment (outside of work) such as:

1- Supervisor recognition: through providing feedback and showing satisfaction in the case of good performance.

2- Congruent leadership styles: the superior and subordinate relationships play important role in motivation, that leadership style affects employees' motivation; some are participators others are dictators.

3- Social interaction: through relation with other employees'. (Hills, 1987).

Literatures discussed variant types of pay plans:

1- Profit sharing plans: when employees' share in company's profits.

2- Employee stock ownership plan: as Dessler (2005, p 453) pointed out "A corporation contributes shares of its own stock to trust, in which additional contributions are made annually. The trust distributes the stock to employees on retirement or dismissal from service"

3- Scanlon: that aims to encourage cooperation, involvement and sharing the benefit. It has the following features: philosophy of cooperation that focuses on creating the "us" attitude, identity in which the company should clearly articulate it into the mission, competence in all levels, involvement system in which employees' provide improvement suggestions to the needed department and finally sharing benefits; if the previous steps were implemented successfully the employees' share 75% of the savings.

4- Bonus and incentive: bonus is given after the job is done and it's not necessary that future work will be rewarded in the same way, whereas incentive is conceded as pro-active and focus on employees' behavior and rewarded if specific goal is achieved.

5- At risk variable pay : a pay according to the portion of risk in the job

(Stone 2001, Dessler 2005)

The equation was so simple "to earn more money" employees' have to "work more". However, recently work is considered as a broader social context, in which more non-monetary factors were added to the equation that makes it more complex. Contemporary behavioral scientists have suggested that the importance of meaningful work, clear and concise goals, a sense of achievement, positive reinforcement and numerous other factors are keys to higher levels of organizational performance.

Duncan verified in his study the importance of making employees the real owners as a motivational tool. According to reinforcement theory, when employees receive their salaries their performance are likely to reach the peak. Reinforcement theory suggested that, certain schedules of reinforcement that provide rewards after a certain number of behaviors or at unpredictable time create a greater incentive for high performance (Duncan. 2001).

Organizations need to keep balance between compensation and organization profit, as a result they have to determine personal compensation based on different work evaluation aspects such as: risk, quality, difficulty, and degree of responsibility (Shieh et al,2009)

Using multi compensational policies is justifiable because they are influence organizational performance. For instance, financial incentives enhance employees' loyalty and feeling equality, however researcher's findings concluded that focusing on improving work condition lead to decrease the voluntary turnover more than any other motivational types (Chenevert and Tremblay 2009)

Shieh et al (2009) in their study found a positive relation between organization compensation policies and organization profit. they suggested that, organizations should take into account the work environment and culture changes into compensation policies,

into which the compensation policies didn't formulated once a time and not reviewed after that.

2.4.6 Performance appraisal:

Once the job performance occurs the need to assess this performance arises to compare the success of organization’s human resources’ plan and to what extent it helps in achieving organizational strategy and in determining the gaps and errors in order to correct them, as well as to provide the suitable rewards to employees'.

Performance appraisal means "To measure and evaluate against a standard of performance (Schuster, 1985 p467), Fisher et al (1990p 410) defined it as" The process by which an employee's contribute to the organization during a specified period of time is assessed".

The researcher defines performance appraisal as the process of evaluating employees' performance according to specific goal setting in order to eliminate gaps between them and reward the successful ones.

Literature also discussed performance management as not being single step, it includes defining employees' and work goals, improving employees capabilities and evaluating and rewarding the efforts, Dessler (2005 p 310) said "Performance management is a process that consolidates goal setting, performance appraisal and development into a single, common system, the aim of which is to ensure that employee's performance is supporting the company's strategic aims". Performance management has the following steps: 1- performance plans should be agreed upon by managers and employees' 2- continuing feedback and training for the next year 3- managers and employees should meet to discuss the evaluation system 4- manager discusses the appraisal system with

the next higher manager 5- managers schedule meeting to discuss the appraisal with employees (Swan and Margulies 1991).

Torrington and Hall (1998) discussed the performance cycle that begin in planning performance by putting specific objectives with a time line for completion as well as the generic tasks. This will give the employee clear idea of performance expectation, Second step is supporting performance by sharing information between superior and subordinate, in addition to training during the task. Finally, ongoing review is important to plan the work and priorities and to inform the manager in advance if there is any problem. In more details Kellogg (1965) suggested certain actions to the organization in performance appraisal as following:

1- Using formal method in employee appraisal and documenting it.
2- Communicating appraisal results to employee.
3- Determining reasons for weak performance and suggesting ways for improvement.
4- Summarizing and documenting the appraisal.
5- Communicating the final decision to employee and establishing rules for the future.

In performance appraisal three common types of interviews could be used; The first one is the tell and sell, in which the supervisor communicates the evaluation to employee to know how he is doing and gains his acceptance to get him follow the improvement plan of his performance. Supervisor needs the ability to persuade employee and he has to know how to use the incentive and develop a new one.

This way may be suitable for young and new employees who don't have experience, but on the other hand it may harm employees' loyalty, Second type is the tell and listen in which supervisor communicates the evaluation to the employee and lets him respond. Supervisor needs to be a good listener, respond to the feelings and summarize them to end the interview successfully, this way insures a good relationship between superior and subordinate, but there is a risk that employee might leave the interview. Third type is problem solving, this way treats employee as a helper, supervisor's function is to discover subordinate interests and help him to examine himself, he must see the job as employee see it (Whisler and Harper, 1962).

According to Swan and Margulies(1991, p 85) "performance factors might be broadly defined as the ways employees' handle all on-going job duties" they suggested the following performance factors: 1- clear definition of quality performance 2- reinforcement of the core values of the organization 3- providing training for improving future performance 4- support both individual effectiveness and organizational performance, these performance factors may come from knowledge, skills, abilities, behaviors and from environment.

Performance appraisal is designed to meet three needs:

1- Providing systematic judgments that support salary increases, promotion, demotion or transfers.
2- Telling the employee his performance and giving suggestion for improving and changing in his attitude, behavior, skills and knowledge.
3- Used as basis for employee training and counseling.

(Whisler and Harper, 1962)

Almost all literatures discussed the performance appraisal methods; which are summarized as follows:

1- Alternation ranking method: through listing all employees to be rated, then determining the highest and the lowest employees scores according to characteristics being measured, then choosing the next highest and the next lowest, finally alternating between highest and lowest until all employees' have been ranked.
2- Forced distribution method: when using this method evaluator has to put a certain portion of employees into specific performance categories, such as 20% must be evaluated as very good, 10% as good, 30% as poor …and so on.
3- Critical incident method: in this method supervisor keeps record for positive and negative behaviors and discuss them with employees.
4- Behaviorally anchored rating scales: by identifying the critical behaviors of a job and the most effective behavior and the least effective one, then evaluator compares the real behaviors with behaviorally anchored rating scale.
5- Management by objectives: through setting measurable goals with employees then discussing them, this can be summarized in six steps: 1- setting organization goals 2- setting department goals 3- discussing department goals 4- discussing expected results 5- performance reviews 6- feedback.

(Schuster 1985, Fisher et al 1990, Denisi and Griffin 2001, Dessler 2005)

Evaluator could encounter some problems in performance appraisal:

1- Similar to Me: rating employees according to the degree in which they are similar to him.

2- Positive lenience: through rating an employee higher than what he actually deserves.

3- Negative lenience: through rating an employee lower than what he actually deserves.

4- Halo effect: occurs when evaluator rates an employee on one-trait bias that affects the rating of this employee on other rating.

5- Recent effect: this problem occurs when depending on the last events in evaluating the performance.

6- Attribution bias: when referring the poor performance to the employee himself and the good performance as a result of external factors.

(Swan and Margulies, 1991)

As a result of performance appraisal problems, authors as Schuster (1985) suggested the following policies to make performance appraisal more effective: 1- management climate: using evaluation method that is consistent with management style 2- training: that helps the evaluator understand the importance of the evaluation and clarify the evaluation methods as well as develop employees' skills and abilities 3- evaluation: evaluation procedures should be used to determine the effectiveness of the appraisal system 4- investment: the organization should be ready to invest in both time and money to make performance appraisal successful.

It's important to shed light on ethics when discussing performance appraisal, the following are manager's checklist on employee appraisal ethics:

1. Know the reason for appraisal.
2. Appraise on the basis of representative information.

3. Appraise on the basis of sufficient information.
4. Appraise on the basis of relevant information.
5. Make an honest appraisal.
6. Keep written and oral appraisal consistent.
7. Present appraisal as opinion.
8. Give appraisal information only to those who have a good reason to know it.
9. Don't imply the existence of an appraisal that hasn't been made.
10. Don't accept another's appraisal without knowing the basis for it. (Kellogg,1965 p 29)

Performance appraisal literatures can be divided into two approaches 1- those who found inherent value in performance appraisal 2- others who were not sure about the usefulness of performance appraisal. According to George (1994 cited in Rasch, 2004) study between supervisor directed model and self assessment model, he found that employees preferred the self assessment model (Rasch, 2004)

Other researchers focused on performance appraisal and employees' reaction attitude, while other researchers focused on situation itself rather than on the individual involved. In their study, Youngcourt et al (2007) classified performance appraisal into three purposes: administrative purpose, development purpose, and role definition purpose. The most important results in their study that, there was a positive relation between administrative purpose and job satisfaction, on other hand, there was no significant relationship between development purpose and job satisfaction, also they mentioned that definition purpose played important role in role ambiguity.

Other researchers classified performance appraisal as either a rational or political perspective. The rational perspective assumed using objective criteria as a means to

determine performance rating. On the other hand, political perspective assumed using ambiguous standards to achieve a certain agenda. Others wrote in performance appraisal problem that may occur as a result of rating errors, sources of performance information and the differences between individuals (Shore and Strauss.2008).

2.4.7 Employees participation in decision making:

As it was previously discussed that human resources shifted from performing as personnel department to be an integral part in the organization’s key activities especially that all organizations now operate in highly dynamic environments that need to be sensitive to change. concepts such as "one man show" and centralization of authority became obsolescent, instead there are other concepts emerged such as decentralization, participation and empowerment, that recently plays key roles in changing the way organizations operate and enable them to cope with dynamic environments thus, one person or few persons alone can't manage everything effectively, as a result moving decision making authority downward is a must.

Decision means choosing between possible alternatives (Schermerhorn, 2002), whereas employee participation defined as the process in which employee takes a part in management decision (Guest and Knight, 1979), relevant literatures discussed participative management which means the way of creating an environment in which employees are encouraged to get involved in problem solving that will contribute in achieving the organization’s goals. It is worth to know some issues about participative management:

1- It's not a democratic management, as employees are not asked to make decisions but they are involved in decision making process.

2- Employees have the power to affect the final decisions especially those influence them.
3- Participative management doesn't mean that managers are not able to make decisions but instead they take the time to involve employees in decision making before they make significant decisions.
4- It provides the organization the most effective therapy for employees' resistance to change. (Cangemi et al 1985)

The common steps in decision making begin with determining the organization's goals and objectives, then defining performance criteria on how goals and objectives are measured, after that identifying the problem through gathering information, then generating and evaluating all possible solutions and conducting cost benefit analysis, next to choose a solution, implement it and finally evaluate the results. (Jennings and Wattam, 1998)

General principles of employee participation in policy making:

1- Ensuring the continuance of organization operations and efficiency through having common objectives between employees and management.
2- Management must maintain authority to make decisions related to organization operations but the authority is limited by policies that established through negotiations between management and representative of employees.
3- Any change in policies bounding the decision making authority should be done upon the agreement of all representatives who may be affected by.

4- Employees have the right to object their managers' decisions to higher authority.

5- Every employee must has the right of access to the manager who allocates the work to. (Brown, 1975)

According to managers, decision making is classified into eight styles: first is solo: manager relies on his own experience to make decisions, second is information gathering: in this style manager still makes decisions by his own but he depends on others in gathering information, third is information gathering and discussion: again the manager alone makes decisions but he brings together those who collect information in which it is cross-checked and clarified, fourth is opinion gathering and discussion, free exchange of opinion is encouraged through asking subordinates for interpretation of the information, fifth is debate, dialog and equality protection: the manager will be influenced by the arguments between employees, his role is to protect the opinion of others and minorities, but the decision making power is for himself, sixth democratic: manager gives away the authority of making decisions and participates in discussion and vote, and the final decision is made based on the majority, seventh is consensus: manager here encourages discussions, he leads the group process in decision making but he doesn't force his opinion, he brings group agreement to the best alternative, eighth is delegation: manager may not have experience or time to do some tasks so he delegates some of his authority to his subordinate. (Cangemi et al, 1985)

Some authors discussed employees' participation in decision making in terms of decentralization of authority, which was defined as the degree to which authority spreads through the organization and is determined by the degree to which managers delegate authority downward at all levels. In order to affirm decentralization the greater

number and most important decisions must be made lower down as well as less checking on the decisions, superiors know about decisions after they have been made. Decentralization must be supported by managers beside the clear definition of the organization’s objectives to be successful (Sanford, 1973).

Another concept related to employee participation is empowerment, Jones, (2007 p138) defined it as "The process of giving employees throughout an organization the authority to make important decisions and to be responsible for their outcomes", literatures focused on the important role of shared values and visions in creating effective environment for empowerment.

Psychological advocate stated that empowerment can be improved by changing in both external work environment and internal mental operation of employees. On the other hand relational advocate focused on structure and culture in which certain types of organizational culture and structure facilitate or prevent employee's empowerment. (Potterfield, 1999)

The empowered organization is characterized by: 1- Enhancing the work 2-Developing the skills and tasks 3- Encouraging creativity and innovation 4- Increasing both employees and customers’ satisfaction (Scott and Jaffe, 1991)

In recent years employees' are more interested in working in teams and making joint decisions (Vlachos, 2008). Also, team work decentralization and the implement of human resource policies affect organizational performance (Tata and Prasad,2004), others said that providing information to employees and give them trust have a positive effect on organizational performance, because sharing information with employees have positive meaning that their companies trust them (Vlachos,2008).

Information quality and quantity were also discussed by researchers in terms of accuracy, timeliness, and usefulness. In addition to the frequency of employees' involvement that considered as a key factor in employee participation in decision making (Thomas et al, 2009). Employees' participation in decision making facilitates organization change process (Palmer and Dunford, 2002).

Organization affected by environment and tries to keep updated to cope with changes through its employees and its representatives, as a source of empowerment in which supervisors operate in a way that encourages employees' decisions making power; structural empowerment conditions, and loyalty behaviors; this could be explained by social exchange theory. "Social exchange theory specifies that, this perception of support and confidence predispose employees' to adopt behaviors that are beneficial to the organization, as a form of reciprocity". (Chenevert and Tremblay 2009, p 5).

2.5 Organizational performance:

Organizations need to assess their performance to measure whether they do what they have to do in order to take a corrective action and learning from their previous experience. Achieving performance means that organization fulfills its objectives (Lusthaus et al, 2002 p10), they also added, "the organizational development literature discussed performance at four levels: 1- The individual employee (performance appraisal) 2- The team or small group (team performance) 3-The program (program performance) 4- The organization (organizational performance)".

Since the 1970s, many other variables associated with organizational performance have emerged, including morale, innovation, turnover, adaptability and orientation to change. Verweire and Berghe (2004 p 6) defined organizational performance as "The value that

an organization creates using its productive assets in comparison with the value that the owners of these assets expect to obtain"

However, it's difficult to measure the organizational performance especially what is measured changes continually, as literatures pointed out, there is no standard or common framework in organizational performance measurements.

The context of performance measurements consists of: 1- organizational climate which means the atmosphere in which the organization operates and affects it's behavior, it can be expressed through such dimensions as (risk taking vs. risk averse, centralization vs. decentralization …etc) 2- measurement expectations : a held belief about performance, usually non-written expectations 3- measurements leadership: is the role, practice and responsibility in leading organizational measurements and how it views the opportunities and threats involved in performance measurements 4- history of measurements: is the organizational experience in performance measurements creates current and future performance expectations 5- measurements communication : is the degree of interaction, openness, honesty and sharing related information in performance measurements 6- measurements resources: are the supportive tools in measurements process, they may include (training, software, facilities…etc) 7- measurement constraints: they include all factors that impede the performance measurements (Spitzer,2007).

Some writers as Fugate et al (2010, p2) discussed what's called traditional logistics, they defined it as "The efficiency and effectiveness in performing logistic activities" in addition, they separate logistics performance into hard measures such as return on investment, return on assets, and soft measures such as customer satisfaction and loyalty.

Hubbard (2009) discussed organizational performance measurements using three theories:

1- Shareholder theory: through using shareholders return to assess organizational performance.
2- Stakeholder theory (Balance Score Cards): using varity of perspectives to assess organizational performance such as customer perspective, growth perspective, financial perspective and internal business process perspective.
3- Triple bottom line theory: this theory more concerned with wider range of stakeholder than balance score cards including government and local communities.

Sheih et al (2009) discussed the work of Chien (2004) in the dimension of organizational performance that includes: motivation in which managers have to use different types of motivation to maintain and keep different types of employees to achieve the organization's objectives, leadership: is the capability to influence other employees' to achieve objectives, organization culture and environment: that play a key role in success or failure of the organization that some kinds of cultures and environments support achieving organization's goals and objectives while others file.

Work design: in which some work design helps in achieving organizational performance others don't, human resource management policies also play an important role in organizational performance as previously discussed.

Paauwe (2009) summarized human resource policy outcomes as follow:

1- Financial outcomes such as profit and sales.
2- Organizational outcomes such as productivity and quality.

3- Human resource related outcomes such as satisfaction and commitment.

Because of the complexity of managing the organization now a day's managers require to measure the performance and analysis the impact of different performance dimensions on organizational excellence, As a result of the limitations of traditional Performance measures, the characteristics of emerging (non-traditional) performance Measures have been discussed in literatures (Pun and White,2005)

Literatures said that human resource environment can be more important in determining organizational performance in service sector than in manufacturing sector as large share of total production costs accounted for by employment and the much more extensive direct interaction between employees and customers, in services. Most of prior research studied the impact of human resource policies on organizational performance conducted on manufacturing sector despite the fact that most of employees today work in service sector industries characterizes by intangibility, they tend to be produced and consumed simultaneously, and they tend to involve the consumer in their production and delivery this make human resource more important in the service sector than in the manufacturing sector.(Bartel,2004).

According to system approach in measuring organizational performance, every organization define its unique system and measure different activities because their context and issues are different (Hubbard,2009)

Green et al (2006 p 561) said that researchers have found positive relations between human resource policies and firm performance in which human resource polices " in these studies is usually operationalized and measured as the existence or the

effectiveness of a variety of sets of HR practices that are assumed to be universally Effective"

Absar et al(2010, p.15) said " Organizational performance is generally indicated by effectiveness (whether an organization can achieve its objectives), efficiency (whether an organization uses resources properly), satisfaction of employees and customers, innovation, quality of products or services, and ability to maintain a unique human pool"

In order to evaluate the effectiveness of human resource policies, researchers such as (Rogers and Wright.1998, Becker and Huselid.1998 cited in Vlachos. 2008) tied them to firm performance, however as there is no agreement on the optimal human resource policies there is no agreement on the best performance measurement tools. Financial measures are designed to serve external users more than internal ones. As organizations perform in high dynamic environment, the financial measurements become more obsolete in helping managers to make decision and cause managerial misleading (Mohamed et al, 2009). It takes years to verify the effect of human resource policies on some performance measurements such as the effect of job security on return on assets. On the contrary, financial measurements are available and easy to obtain specially from secondary source (Vlachos, 2008).

As a result of that, the need for modern and comprehensive measures is eminent. From this point, many researchers suggested to use strategic performance measurement system to help organizations build capabilities to gain competitive advantage. Balance score cards (Kaplan and Norton, 1992 cited in Mohamed et al 2009) and performance pyramid system (Lynch and Cross, 1991 cited in Mohamed et al, 2009) are examples of

strategic performance measurement system that is used as diagnostic and interactive tool to increase organizational competitiveness and profitability by enhancing the organizational capabilities.

The argument of whether to use financial or non-financial measurements clearly appeared in previous researcher's, as in Gosselin (2005) study that showed most of Canadian manufacturing firms used financial measurements. Cyprus's hotel industry showed the same results (Haktanir and Harris,2005).

Business literatures said that, efficiency and effectiveness, satisfaction, loyalty, turnover, employees and customers satisfaction and service quality are the most popular non financial performance measurements (Takeuchi .2009, Vlachos.2008, Katou et al .2007, Sun et al .2007, Collins et al.2006, Lopez et al.2005, and Boselie et al. 2001).

Finally, as financial performance measures only one dimension make it is inadequate to evaluate the organizational performance clearly, so it's a need to be supported by non-financial measures. This view was adopted by numerous researchers such as (Kaplan and Norton. 1996 cited in Mohamed et al 2009).

For the purpose of this thesis, the researcher selects the following organizational performance parameters based on literatures:

2.5.1 Efficiency and effectiveness:

Effectiveness defined as " if the organization meets its objectives"(Katou and Budhwar,2007 p 8) . Another definition by Schermerhorn, (2002, p.13) performance effectiveness " is an output measure of task or goal accomplishment". Whereas efficiency: is "if the organization uses the fewest possible resources to meet its

objectives".(Katou and Budhwar,2007 p8). Schermerhorn, (2002, p.14) defined performance efficiency " is a measure of resource cost associated with goal accomplishment"

It has been difficult to compare studies of efficiency and effectiveness, since few have used common criteria for proving efficiency and effectiveness in which they has been depending on wide variety of organizational phenomena from wide variety of perspectives, especially that organizations can pursue multiple goals and criteria that may change over organization life cycle, as Cameron (1978,p604) said:

…. In short, organizational Effectiveness may be typified as being mutable (composed of different criteria at different life stages), comprehensive (including a multiplicity of dimensions), divergent (relating to different constituencies), Trans positive (altering relevant criteria when different levels of analysis are used), and complex (having non parsimonious relationships among dimensions).

"Efficiency refers to an input-output ratio or comparison, whereas effectiveness refers to an absolute level of either input acquisition or outcome attainment" (Ostroff and Schemtt,1993 p 1345), they also conclude its important to combine between efficiency and effectiveness to perform well but there actually trade off between this two diminutions.

The most important problem occurs in human resource is when the leaders fail to align human resource with organization priorities in which the human resource requires measurement tool to assess how they interact with the company as a whole, to be effective and efficient human resource need to think and measure as systems.

Systems approach investigate all aspects of organization as interrelated parts, every system has a larger system reside in, as well as smaller systems reside within it, for example recruitment is subsystem of the larger human resource system, which is a subsystem of the organization and so forth, the interdependency between the company, the human resource department and recruitment policies is easy to notes when the company rolls out innovative product the human resource department will be assigned the task to recruitment department to seek highly and qualified human resource who can produce such a product to be able design and develop this innovative product , recruitment department will need to coordinate with a group of other functions, such as research and development, engineering, and manufacturing to assess and identify the required qualifications and capabilities.(Jamrog and Overholt,2004).

Cunnngham (1977) discussed different types of effective models as following:

1- The rational goal model

Focuses on the organization's ability to achieve its goals. Definition of goals that the organization expected to achieve used as evaluation criteria in which organization effectiveness is evaluated by comparing the activities accomplished with those planned for.

2- The systems resource model

Considered the organization a network of interrelated subsystems in which the output of one part maybe the input of others, the organization perform effectively when its subsystems are in harmony and coordinated with each others.

3-The managerial process model

Is the organizational ability to perform effectively certain managerial functions decision making, planning, budgeting, this model is based on the intuitive which interrelates the drives, impulses, wishes, feelings, needs, and values of the individuals to the functional goals of the organization.

4-The organizational development model

This model discussed organizational effectiveness in terms of its ability to solve problems and renewal capabilities.

The model focuses on developing management practices to enhance:

1. Supervisory behavior manifesting interest and concern for workers.
2. Team spirit, group loyalty, and teamwork among workers and between workers and management.
3. Confidence, trust and communication between workers and management.

5-The bargaining model

Effectiveness in this model achieved when there is exchange and transactions between individuals and groups who pursuing a diversity of goals in which the capacity of decision making will enhance in which each individual and group, having a defined value of resources (time, money, human resources), hence the bargaining model's emphasis is on how various decision makers, with different resources and capabilities, utilize their resources.

2.5.2 Job satisfaction:

Robbins and Judge (2009, p113) defined job satisfaction as "Positive feeling about a job, resulting from is the evaluation of its characteristics", in other words, job satisfaction is positive employee attitude towards the work.

Robbins and Judge (2009) identified four employee responses to satisfaction; the model depends on two dimensions: constructive and destructive, active and passive as seen in figure 4:

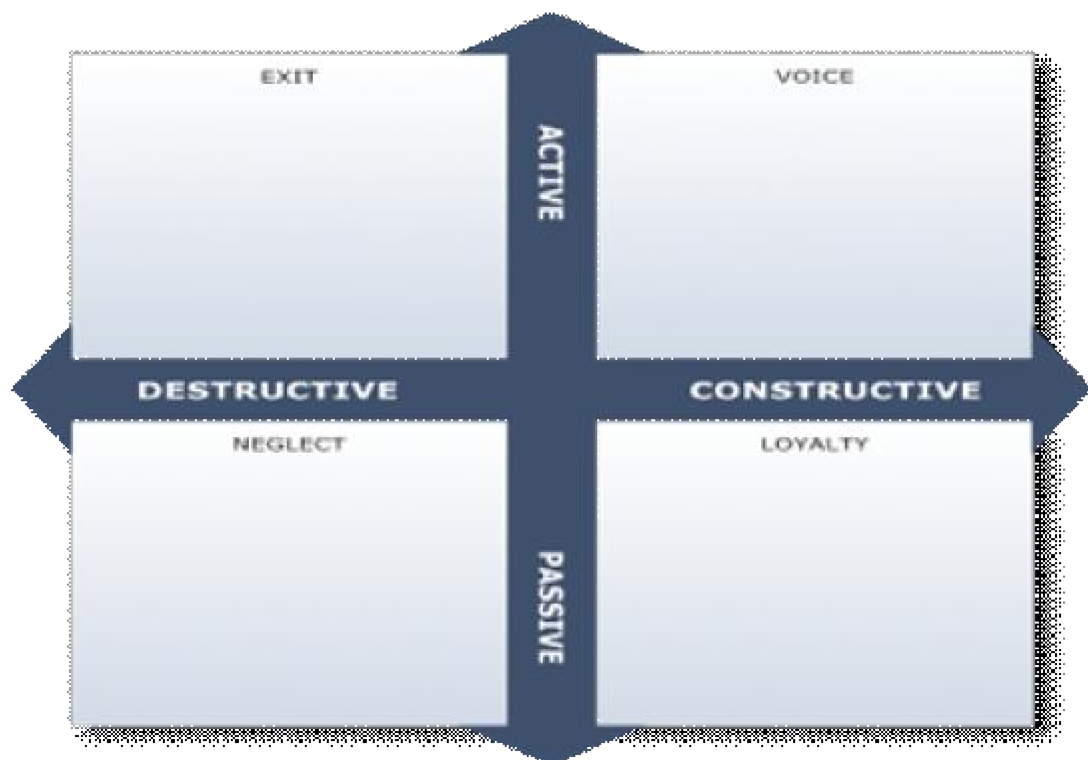


Figure 4. Response to Job Satisfaction/Dissatisfaction

Robbins and Judge (2009)

1- Exit: employee responses are toward leaving the organization
2- Voice: employee responses are toward improvements and problem discussion

3- Loyalty: optimistically waiting for conditions to improve and trusting the organization and its management
4- Neglect: employee responses in the form of absenteeism, reduce effort and high error rate.

2.5.3 Turnover:

Turnover is classified into voluntary or involuntary, and refers to "The termination of employees and the hiring of others to replace them" (Famularo, 1972. p 62-1), Stone (2002, p799) defined two ways of computing employees' turnover: First is separation rate "A standard method of computing employee turnover includes both avoidable and unavoidable separation", Second is resignation "A standard method of computing employee turnover that focuses on that part of employee turnover due to resignations",

The researcher defines employees turnover as employees layoff from organization for a variety of reasons.

Famularo (1972) suggested the following policies to reduce turnover:

1- Improve recruitment and selection policies.
2- Employee training.
3- Performance appraisal.
4- Employee participation.
5- Improve communication.

2.5.4 Employees' loyalty:

Employee’s loyalty is "An individual perception that both parties to a relationship have fulfilled reciprocal expectations 1- denote enduring attachment between two parties, 2- involve self-sacrifice in the face of alternatives, 3- are laden with obligations of duty" (Hart and Thompson, 2007 p.300)

Employees attitude towards the organization, specific job and financial incentives.

Some factors affect employees' loyalty:

1- The organization itself
2- The nature of work
3- The satisfaction of their needs
4- The superiors and subordinates (Kossen and College 1975)

Employees in organizations are under different types of stress inside and outside the workplace resulting in low employees' loyalty (Buford, 2006).

Employees' loyalty is action oriented in which deals with employees' behaviors.

Studies indicate that human resource policies attract and retain motivated employees with competencies necessary to achieve superior performance. This link between employees' loyalty and performance has also been confirmed in multiple studies (Dubov & Heaton, 1999 cited in Eskildsen and Nuessler 2000). Therefore, there should be a linkage between HRM, employees' satisfaction and loyalty and company performance. (Eskildsen and Nuessler 2000).

Loyalty contains:

1- Transactional loyalty: is the loyalty in the exchange of economic obligations between individual and organization such as receiving fair wages and reasonable benefit.
2- Rational loyalty: individual's expectations based on the exchange of socio-emotional currency, it happened when employees' concern not only with their own interests, but also seek the benefit of their employers.
3- Ideological loyalty: occurs when both organization and employees' share common issues "Ideological loyalty emerges when individuals perceive that the exchange partner embodies a cause that represents an unconditional good, and for that reason they feel bound by obligation towards the exchange partner".

(Hart and Thompson, 2007 p.307).

2.6 Arabic Studies:

This argument has been extended to the Middle East and Arab countries. Researchers in our region conducted studies in this field. One of these studies is (Huisat, 2005). In his study, Huisat, measured the relation between human resources strategies (human resources planning, recruiting, selecting, performance appraisal and training) and organizational performance (market share, profitability, customer satisfaction, leadership support, gains and results). His results showed that there was a positive relation between human resources strategies and organizational performance in Jordanian newspapers institutions from both employees and managers point of view.

The results also showed that the main reason behind implementing human resources strategies is to gain market share and achieve profitability. This is nearly consistent with

Fota’s (2008) study that found a positive relation between organizational strategy and human resources strategy on one side and organizational performance on the other.

Moreover, Shatat’s (2003) study measured the role of (selection, motivation, training, leadership and organizational culture) in achieving "creativity" in Qatari banks. The researcher also found a positive relation between human resources practice and creativity. She arranges them from high to low according to their effect on creativity as following (selection, training, organizational culture, motivation, and leadership). She also observed successful selection practices that played the most important role in achieving organizational objectives through choosing those who had the ability and the experience to perform the job well.

Obidat (2003) linked human resources functions (planning, staffing, development, performance appraisal, compensation and career planning) and organizational strategy as a whole in the Jordanian banks. The study found that there were few Jordanian banks that had the capability to establish a link between human resources functions and organizational strategy. Obidat also found that recruitment, selection, and performance appraisal were the most frequently implemented human resources functions in Jordanian banks followed by motivation, compensation, and career planning. In addition, most employees saw that organization culture was one of the most key factors that impede employees' participation in decision making. Abu-Doleh, (2000) cited in Obidat 2003) showed the same results as Obidat, he concluded that Jordanian financial industry performed partial and not completed human resources activity but there were efforts to increase this activity.

Ismail's (2005) study on the weaving and spinning Syrian company concluded that there was no equity in selection and hiring policies, as well as hiring employees to work in

job that didn't match their qualifications in addition to the poor motivation and performance appraisal policies.

Chapter Three

Methodology

3.1 Introduction:

This section aims to clarify the research methodology, population, sample, the way the data collected, the methodology development, and the limitations from researcher's point of view.

3.2 Research design:

The research design depends on the aim and the problem of study in which some of studies use cross sectional studies in order to generalize researches results (Lopez et al,2005 , Katou and Budhwar,2007, Vlachos,2008). In this study the researcher used the cross sectional study on Jordanian banking sector represented by all banks operating in Jordan that owned by private sector and have specialized human resources department.

3.3 Research population:

The research population is banks operating in Jordan which are 25 banks all of them have specialized human resources department in addition to others bank departments.

3.4 Research sample:

The researcher posted 350 questionnaires distributed randomly (by hand) on 25 banks -(see appendix one)- in Jordan that represent all banks operating in Jordan according to the central bank report. The researcher got 204 usable questionnaires, 100 not returned, and 46 unusable. The total response rate was approximately 71.4%. Two banks refused to return the questionnaire because of information security, the questionnaire was handed to different managerial levels (top, middle, and low) in different banking sectors, departments, and units, thus; the researcher measured their perceptions to the model's variables in their work situations. The use of multiple informers from each

bank may produce more reliable data and help to eliminate potential respondents' bias. On a later stage, the data was aggregated on a bank level after initial data screening and cleaning and all the subsequent analysis were based on bank level data (Katou and Budhwar,2007).

3.5 Data collection methods:

This research uses two types of data collection methods:

1- Primary data: through the questionnaire designed for this study.
2- Secondary data: form articles, books, unpublished theses, and data about Jordanian bank sector from the internet.

3.6 Questionnaire development methodology:

Through literatures and international articles the researcher developed the questionnaire to serve the research purpose. The questionnaire was developed in initial form then it was judged and modified by my supervisor and a number of specialized experts and academics in this field from different universities to ensure that it serves and achieves the research purpose.

The final questionnaire form consisted of three sections as follows:

1- The first section is general information which contained: (gender, age, academic qualifications, years of experience, and management level).

2- The second section contained human resources policies that supposed to be measured, the respondents were asked to give their opinion to the extent to which

the following human resources policies are applied in their banks. The researcher used Likert's five-point scale (1- not applied at all, 2- applied to small extent, 3- medium applied, 4- applied to high extent, 5- totally applied).

A. Planning from question 1-3
B. Recruitment and selection from question 4-9
C. Training and development from question 10-12
D. Job analysis and design from question 13-17
E. Motivation from question 18-20
F. Performance appraisal from question 21-25
G. Employees participation in decision making from question 26-31

2- The third section contained organizational performance parameters in which the respondents were asked to what extent they agree or disagree with the following organizational performance statements. The researcher also used Likert's five point scale (1-strongly disagree, 2- disagree,3-normal, 4- agree , 5- strongly agree).

A- Effectiveness from question 1-3
B- Efficiency from question 4-6
C- Employees turnover from question 7-9
D- Job satisfaction from question 10-12
E- Employees loyalty from question 13-15

3.7 Research time horizon:

This research conducted during 2011, the data was collected from the mid of January until the mid of February 2011.

3.8 Operational definitions:

Independent variables:

1- Human resources planning: determines future workforce needs in terms of size and skills (Burack and Mathys ,1987). "The process of deciding what positions the firm will have to fill and how to fill them’’. (Dessler ,2005,p.152).

2- Recruitment and selection:

Recruitment: is "The process of developing a pool of qualified applicants who are interested in working for the organization and from which the organization might reasonably select the best individual or individuals to hire for employment" (Denisi and Griffin, 2001 p.170).

Selection: is "a rational set of procedures by which employers collect information about individuals seeking jobs and use the information to make employment decision" (Berry ,2003 p2).

3- Training and development:

"Training" is a planned effort that facilitates the learning issues related to the current job while "development" is the process of acquisition of new knowledge, skills and behavior to meet changes in job requirement (Noe et al, 2008).

4- Job analysis and design:

Job analysis is: "The process of gathering and organizing detailed information about various jobs within the organization so that managers can better understand the processes through which those jobs are most effectively performed" (Denisi and Griffin ,2001 p.139) where as job design is the process of defining the way work will be performed (Noe et al .2008).

5- Motivation: is "An internal state that induces an employee to engage in particular behavior or as a set of factors that cause employees to behave in certain ways". (Stone ,2002 p 396).

6- Performance appraisal: The researcher depended on the following definitions: Performance appraisal means "To measure and evaluate against a standard of performance (Schuster, 1985 p467), Fisher et al (1990p 410) defined it as" The process by which an employee's contribute to the organization during a specified period of time is assessed".

7- Employees' participation in decisions making: is the way of creating an environment in which employees are encouraged to get involved in problem solving that will contribute in achieving the organizational goals (Cangemi et al 1985).

Depending variables:

1- Effectiveness: is " if the organization meets its objectives".(Katou and Budhwar,2007), Another definition by Schermerhorn, (2002, p.13) performance effectiveness " is an output measure of task or goal accomplishment"

2- Efficiency: is "if the organization uses the fewest possible resources to meet its objectives".(Katou and Budhwar,2007 p.8). Schermerhorn, (2002, p.14) defined

performance efficiency " is a measure of resource cost associated with goal accomplishment"

3- Employees' turnover: is "The termination of employees and the hiring of others to replace them" (Famularo, 1972. p 62-1).

4- Job satisfaction: according to Robbins and Judge (2009, p113) who defined job satisfaction as "Positive feeling about a job, resulting from is the evaluation of its characteristics".

5- Employees' loyalty: is "individual perceptions that both parties to a relationship have fulfilled reciprocal expectations 1- denote enduring attachment between two parties, 2- involve self-sacrifice in the face of alternatives, 3- are laden with obligations of duty" (Hart and Thompson, 2007 p.300).

3.9 Theoretical framework:

Based on relevant literatures the research tries to investigate the following hypotheses:

H0: There is no statistically significant effect of human resources policies on organizational performance

H 1: There is no statistically significant effect of human resources planning on organizational performance

H 2: There is no statistically significant effect of (recruitment & selection) on organizational performance

H 3: There is no statistically significant effect of (training & development) on organizational performance.

H 4: There is no statistically significant effect of (job analysis& design) on organizational performance.

H 5: There is no statistically significant effect of motivation on organizational performance.

H 6: There is no statistically significant effect of performance appraisal on organizational performance.

H 7: There is no statistically significant effect of employees participation in decision making on organizational performance.

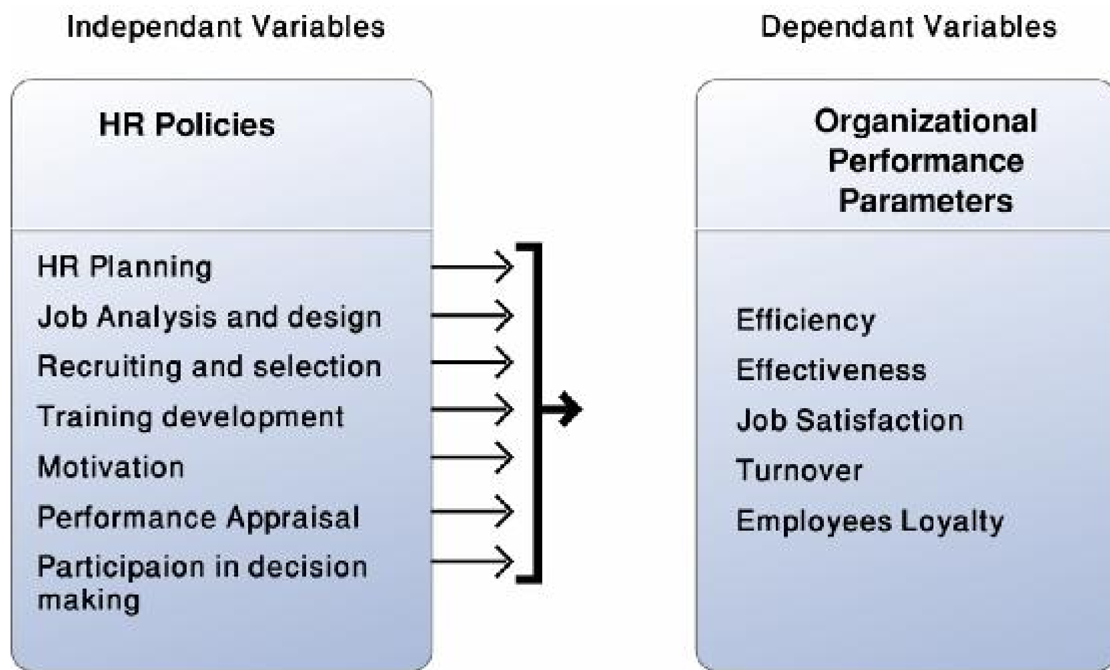


Figure 5. Research framework

3.10 Research questionnaire source:

The sources of research questionnaire shown in table (2):

Table 2. Research questionnaire sources

No	Human resource policies	Source
	Planning	
1.	Your Bank has a long-term human resources plan	Husiat(2005)
2.	Your bank uses forecasting tools to determine the future needs of human resources	Obidat(2003)
3.	Your Bank analyzes the external environment to determine the presence and abundance of human resources	Obidat(2003)
	Recruitment and selection	
4.	Your bank fills most of the vacancies by its employees	Katou and Budhwar (2007)
5.	Your bank uses human resources employment's offices available in the market to fill most vacancies which it has	Katou and Budhwar (2007)
6.	Your bank is seeking to obtain higher skills and competencies in the market	Obidat(2003)
7.	The selection of personnel at your bank uses a number of committees	Katou and Budhwar (2007)
8.	Your bank refers to the references listed in the appointment's application to go over and make sure that the information is correct during the selection of personnel	Katou and Budhwar (2007)
9.	Your bank uses a number of ways to choose jobs applicants	Katou and Budhwar (2007)
	Training and development	
10.	Your bank designs training and development programs	Obidat(2003)
11.	Your bank uses many different developmental and training programs	Obidat(2003)
12.	Your Bank doesn't make an assessment of training and development before and after the assessment	Katou and Budhwar

		(2007)
	Job analysis and design	
13.	Job description is clear in your bank	Katou and Budhwar (2007)
14.	The functional requirements in your bank are changed each year depending on the work's requirements	Katou and Budhwar (2007)
15.	Your bank adopts standards in designing jobs	Katou and Budhwar (2007)
16.	Your Bank is pursuing a policy of enriching the work by adding tasks to jobs	Katou and Budhwar (2007)
17.	Your Bank is expanding work horizontally by adding new responsibilities	Katou and Budhwar (2007)
	Motivation	
18.	Your bank does not provide incentives for its staff	Almahmoud(2004)
19.	Rewards in your bank are based on performance	Almahmoud(2004)
20.	Your bank focuses on equity in the distribution of rewards among employees	Almahmoud(2004)
	Performance appraisal	
21.	Your bank applies a policy of performance's evaluation regularly and periodically	Katou and Budhwar (2007)
22.	Your bank uses a variety of methods to assess the performance depending on the nature of the jobs	Katou and Budhwar (2007)
23.	Performance appraisal in your bank is based on specific criteria related to job description	Almahmoud(2004)
24.	Performance appraisal is used as an essential tool to determine the low staff performance to train them and upgrade their level	Almahmoud(2004)

25.	There are different standards of performance (financial, administrative, etc ...) in your bank	Katou and Budhwar (2007)
	Employees participation in decision making	
26.	There is a body to represent the employees in your bank	developed by researcher
27.	There is a fund of suggestions of staff in your bank	developed by researcher
28.	Evaluation criteria in your bank takes into consideration the views of colleagues	Katou and Budhwar (2007)
29.	Your directors ask you to show what you think before making changes to the way you work	developed by researcher
30.	Your bank often applies your ideas in work	developed by researcher
31.	Your opinions and ideas are taken with attention in your bank	developed by researcher
Organizational performance		
	Effectiveness	
1.	Your department achieves its scheduled goals on specified the time	Katou and Budhwar (2007)
2.	Your department remains within the limits of budget in terms of costs and expenses.	developed by researcher
3.	Your department has achieved its objectives for the previous financial year	developed by researcher

	Efficiency	
4.	Your department achieves its specific goals with expenses less than what are specified in the budget	Katou and Budhwar (2007)
5.	Your department achieves its objectives in less than the expected time	developed by researcher
6.	Your department achieves its objectives with fewer staff wanted	developed by researcher
	Turnover	
7.	The proportion of employees who leave the work in your bank is continuously decreasing	Abu Riyaleh(2007)
8.	Your bank's policies and regulations contribute overall to employees' retention	Abu Riyaleh(2007)
9.	You are optimistic about your future career in this bank	Abu Riyaleh(2007)
	Job satisfaction	
10.	There is a clear career path for your work at your bank	Katou and Budhwar (2007)
11.	Salaries are good and correlated with the functional requirements in your bank	Wysi(2009)
12.	Working at your bank is with challenge and not boring	Abu Riyaleh(2007)
	Loyalty	
13.	Looking for another company to work with is one of your priorities	Bo Elak(2007)
14.	You are proud because you are working in your bank	Wysi(2009)
15.	You are ready to make more effort required for the success of the work of your bank	Wysi(2009)

3.11 Research validity:

Validity is " The ability of scale or measuring instrument to measure what it is intended to measure" (Zikmund, 2003 p.302). To ensure the research validity, the questionnaire was judged by a number of specialized experts and academics in this field (Dr.Samer Dahiyat, Dr. Amjad Abu El Samen, Dr.Amin Shaqrah, Dr.Ahmad salah, Dr mohammad Al ajalouni, Dr Mohammad Mobedeen, Dr Ahmad Orekat, Dr Tawfeeq Abdel Hadi), in order to identify their views and opinions and the suitability of the questions proposed in the study. They made the necessary corrections, notes, and adjustments, and the questionnaire was modified accordingly. Irrelevant questions were crossed out and unclear words were removed from the questionnaire.

3.12 Research reliability:

Reliability is " The degree to which measures are free from error and therefore yield consistent results" (Zikmund, 2003 p 300). Reliability measures through Cronbach alpha that determine the correlations between items, when Cronbach alpha become near 1 this means that the internal consistency and the questionnaire are reliable (Sekaran, 2003).

Table (3) represents the reliability statistics through Cronbach alpha for the research variables:

Table 3. Reliability statistics

Reliability statistics	Cronbach's alpha value
Planning	**.916**
Recruitment and selection	**.814**
Training and development	**.901**
Job analysis and design	**.827**
Motivation	**.927**
Performance appraisal	**.873**
Employee participation in decision making	**.873**
Organizational performance	**.934**
Reliability for all variables	**.967**

This means that the research instrument has high internal consistency and high reliability to serve the research goals.

3.13 Data analysis tools:

In order to test the hypotheses the researcher used multiple and simple regression as well as the factors analysis in order to discern the underlying dimensions and regularity phenomena, in addition to other descriptive statistics, t-test, f-test, .(Volachos, 2008 , Katou and Budhwar 2007, Lopez et al 2005).

3.14 Select the scale of the questionnaire:

Likert scale has been adopted which consist of five degrees to determine the degree of importance of each item of the questionnaire and that, as shown in table (4).

Table 4. Scale determined the relative importance

Importance	Degree
Independent	**Scale**
Not Applied at All	1
Applied to Small Extent	2
Medium Applied	3
Applied to High Extent	4
Applied Totally	5
Dependent	**Scale**
Strongly Disagree	1
Disagree	2
Normal	3
Agree	4
Strongly Agree	5

Ordinal scale has also been developed for the figures to give meaning to the arithmetic mean using the ordinal scale of importance, in order to benefit from them later in data analysis as shown in table (5).

Table 5. Scale determined the relative importance of the mean

Scale	Importance
1-2.33	Low level
2.34- 3.66	Average level
3.67- 5	High level

The scale above has been calculated using the following formula:

The maximum limit (5)- The minimum limit(1) / The number of measurements required(3).

Then the result added to (1.33) in the end of each scale (Hashim,2006)

3.15 Research limitations:

From the researcher point of view the most difficult aspects in preparing this thesis are:

1- Some banks refused to help in this study; others took a long time filling the questionnaire.

2- Difficulties in reaching some managerial level such as the top management level.

3- The structural differences between banks that led to different names to the same job.

Chapter Four

Results, Implications, and Recommendations

Research results:

This chapter aims to investigate the research hypotheses analysis questionnaires outcome and interpret them through using SPSS as the following:

4.1 Demographic analysis:

The highest age frequency is between 30-39 (40.7%) of sample this rate could be suitable with academic qualifications in table(5) as 63.7% were BSc holder who have the ability to understand the thesis questions, next the age below 30 (32.4%), after that the age between 40-49 (20.6%), and the least portion is the age between 50-59 (6.4%) where as no one of respondents is above 59 years as shown in table(6).

Table 6. The Parentage of Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than 30	66	32.4	32.4	32.4
	between 30 - 39	83	40.7	40.7	73.0
	between 40 - 49	42	20.6	20.6	93.6
	between 50 - 59	13	6.4	6.4	100.0
	Total	204	100.0	100.0	

130 respondents of the research are Bachelor's degree holders (63.7%), 58 are master degree holders (28.4%), 14 are diploma (6.9%), whereas one respondent is a high school student (0.5%) and one respondent is a PhD holder (0.5%) as shown in table (7).

Table 7. The Percentage of Academic Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	14	6.9	6.9	6.9
	BSc	130	63.7	63.7	70.6
	Master	58	28.4	28.4	99.0
	PH.D	1	.5	.5	99.5
	High school	1	.5	.5	100.0
	Total	204	100.0	100.0	

The research sample contains 73 respondents that have working experience between 3-7 years in the banking sector (35.8%), 66 respondents have more than 12 years of experience (32.4%) this indicates that the responders have sufficient experience in banking sector which enables them to judge their banks human resources polices , 48 respondents have between 8-12 years of experience (23.4%), and 17 respondents have less than 3 years of experience (8.3%) as shown in table (8).

Table 8. The Percentage of experience in banking sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 3 years	17	8.3	8.3	8.3
	between 3 - 7	73	35.8	35.8	44.1
	between 8 - 12	48	23.5	23.5	67.6
	more than 12	66	32.4	32.4	100.0
	Total	204	100.0	100.0	

Table (9) below shows the percentage of management level in the sample in which 116 of respondents are in middle management level (56.9%), 56 respondents are in lower management level (27.5%), whereas 32 respondent are in top management level (15.7%), this indicates that large number of samples were in a suitable position to judge (middle managerial level) in which they can link between top and lower managerial level.

Table 9. The Percentage of Management Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	top management	32	15.7	15.7	15.7
	middle management	116	56.9	56.9	72.5
	lower management	56	27.5	27.5	100.0
	Total	204	100.0	100.0	

4.2 Descriptive analysis:

Table 10. Planning Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative Importance
1- Your Bank has a long-term human resources plan	204	3.28	1.082	Average Level
2- Your bank uses forecasting tools to determine the future needs of human resources	204	3.18	1.109	Average Level
3- Your Bank analyzes the external environment to determine the presence and abundance of human resources	204	3.17	1.168	Average Level
Valid N (listwise)	204			

As shown in table (10) the mean in the first question was 3.28 and the standard deviation was 1.082. The mean in the second question was 3.18 and the standard deviation was 1.109. While the mean in the third one was 3.17 and the standard deviation was 1.168 in which the planning has average level in importance(see table 5) this may be because the planning policy implemented more in higher level management than any other levels, So other managerial level don't feel of its existence, especially that most of the researcher sample from middle management level.

Table 11. Recruitment and Selection Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative Importance
1- Your bank fills most of the vacancies by its employees	204	3.12	1.022	Average Level
2-Your bank uses human resources employment's offices available in the market to fill most vacancies which it has	204	2.44	1.317	Average Level
3-Your bank is seeking to obtain higher skills and competencies in the market	204	3.53	1.107	Average Level
4- The selection of personnel at your bank uses a number of committees	204	3.41	1.113	Average Level
5-Your bank refers to the references listed in the appointment's application to go over and make sure that the information is correct during the selection of personnel	204	3.29	1.110	Average Level
6- Your bank uses a number of ways to choose jobs applicants	204	3.56	2.334	Average Level
Valid N (listwise)	204			

Table (11) shows the highest mean is 3.56 which is the mean of question 6 with standard deviation 2.334 indicating that many banks use group selection methods but there is a variation on the extent of implementation, whereas the lowest mean 2.44 belongs to question number 2 that is the recruitment agencies not largely used to recruit the employees, the results above also show that all recruitment questions have average level of importance (see table 5).

Table 12. Training and Development Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative of Importance
1- Your bank designs training and development programs	204	3.70	1.029	High Level
2- Your bank uses many different developmental and training programs	204	3.73	.994	High Level
3- Your Bank doesn't make an assessment of training and development before and after the assessment	204	3.54	1.167	Average Level
Valid N (listwise)	204			

The first and the second questions in training and development have a high mean with 3.70, and 3.73 respectively. On the other hand the third question had a mean of 3.54 and a higher standard deviation, this is because it is a reverse question with a negative

statement as shown in table (12), the table also shows the first two questions had high level of importance while the third question had average level(see table 5), this indicates a high level of implementation to training and development policy

Table 13. Job Analysis and Design Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative of Importance
1- Job description is clear in your bank	204	3.66	1.083	Average Level
2-The functional requirements in your bank are changed each year depending on the work's requirements	204	3.28	1.113	Average Level
3-Your bank adopts standards in designing jobs	204	3.12	.991	Average Level
4- Your Bank is pursuing a policy of enriching the work by adding tasks to jobs	204	3.14	1.027	Average Level
5-Your Bank is expanding work horizontally by adding new responsibilities	204	3.24	.989	Average Level
Valid N (listwise)	204			

As shown in table (13) the first question has the highest mean 3.66. This is so because of the nature of banking jobs that are specific and clear-cut in almost all the banks. While the lowest mean was in question number three with a value of 3.12 and a standard deviation of 0.991 in which the job standardization used to moderate extent.

This could be explained by the fact that the research sample is concerned with managerial level that is characterized by flexibility in jobs than non managerial jobs. The table above shows that all job analysis and design questions have average level of importance (see table 5).

Table 14. Motivation Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative of Importance
1-Your bank does not provide incentives for its staff	204	3.73	1.146	High Level
2-Rewards in your bank are based on performance	204	3.37	1.255	Average Level
3-Your bank focuses on equity in the distribution of rewards among employees	204	3.14	1.256	Average Level
Valid N (listwise)	204			

Table (14) shows that from managers point of view, their banks do not give the employees motivation which is represented in the first question with high mean 3.73 also they have moderate view about the justice in rewards distribution which is represented in the last question with a mean of 3.14., the table above shows that the first question has high level of importance whereas the second and third questions have average level of importance (see table 5).

Table 15. Performance Appraisal Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative of Importance
1- Your bank applies a policy of performance's evaluation regularly and periodically	204	3.64	1.071	Average Level
2- Your bank uses a variety of methods to assess the performance depending on the nature of the jobs	204	3.31	1.135	Average Level
3- Performance appraisal in your bank is based on specific criteria related to job description	204	3.28	1.077	Average Level
4-Performance appraisal is used as an essential tool to determine the low staff performance to train them and upgrade their level	204	3.17	1.074	Average Level
5- There are different standards of performance (financial, administrative, etc ...) in your bank	204	3.36	1.039	Average Level
Valid N (listwise)	204			

Banks implement regular formal performance appraisal, and this is clear in the first question in table (15) that had a high mean of 3.64 and a standard deviation of 1.071. But it seems it could be moderated by taking corrective actions with the poorest performers. That was clear in the fourth question that has a mean of 3.17 and 1.074 as the standard deviation, the table above show that all performance appraisal questions have average level of importance (see table5).

Table 16. Employees Participation In Decision Making Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative of Importance
1- There is a body to represent the employees in your bank	204	2.87	1.334	Average Level
2- There is a fund of suggestions of staff in your bank	204	3.11	1.353	Low Level
3- Evaluation criteria in your bank takes into consideration the views of colleagues	204	2.83	1.261	Average Level
4- Your directors ask you to show what you think before making changes to the way you work	204	3.03	1.144	Average Level
5- Your bank often applies your ideas in work	204	2.84	1.160	Average Level
6- Your opinions and ideas are taken with attention in your bank	204	2.92	1.082	Average Level
Valid N (listwise)	204			

Table(16) shows the small extant of employees participation in decision making in Jordanian banking sector from managerial perspective in which most of answers are below average with mean of 2.87, 3.11, 2.83, 3.03, 2.84, 2.92 respectively.

Table 17. Effectiveness Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative of Importance
1- Your department achieves its scheduled goals on specified the time.	204	3.52	.980	Average Level
2- Your department remains within the limits of budget in terms of costs and expenses.	204	3.60	.970	Average Level
3- Your department has achieved its objectives for the previous financial year	204	3.58	.972	Average Level
Valid N (listwise)	204			

As shown in table (17) that banks operating in Jordan achieve their assigned objectives from the managerial perspectives that is indicated through the mean 3.52, 3.60, 3.58 and standard deviation .98, .970, and .972 in the three question respectively, also all effectiveness questions show average level of importance(see table5).

Table 18. Efficiency Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative of Importance
1- Your department achieves its specific goals with expenses less than what are specified in the budget	204	3.28	.956	Average Level
2- Your department achieves its objectives in less than the expected time	204	3.21	.924	Average Level
3- Your department achieves its objectives with fewer staff wanted	204	3.10	1.183	Average Level
Valid N (listwise)	204			

Banks are proximity efficient but they have 1.183 standard deviation and low mean 3.10 for the third question comparing with other efficiency question this indicate that managers are moderately can achieve their objectives with less employees than required but generally all efficiency questions have average level of importance(see table5) as shown in table (18).

Table 19. Employees Turnover Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative of Importance
1-The proportion of employees who leave the work in your bank is continuously decreasing	204	2.87	1.142	Average Level
2- Your bank's policies and regulations contribute overall to employees' retention	204	3.02	1.127	Average Level
3- You are optimistic about your future career in this bank	204	3.30	1.099	Average Level
Valid N (listwise)	204			

Table(19) indicates that employees turnover rate doesn't decrease with a mean 2.87 and standard deviation 1.142, whereas the average mangers answers indicated that they are optimistic in their future at their banks, the table above also show that all the questions related with employees turnover have average level of importance(see table 5).

Table 20. Job Satisfaction Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative of Importance
1-There is a clear career path for your work at your bank	204	3.39	1.047	Average Level
2-Salaries are good and correlated with the functional requirements in your bank	204	3.03	1.151	Average Level
3- Working at your bank is with challenge and not boring	204	3.26	1.025	Average Level
Valid N (listwise)	204			

Most of responders are satisfied in their jobs with question mean 3.39, 3.03, and 3.26 and standard deviation 1.047, 1.151, and 1.025 respectively, the researcher notes that there is high standard deviation in the second question this could be because of the differences in salaries positions between banks but all job satisfaction questions have average level of importance (see table 5) As shown in table (20).

Table 21. Employees Loyalty Descriptive Statistics

Questions	N	Mean	Std. Deviation	Relative of Importance
1- Looking for another company to work with is one of your priorities	204	3.20	1.179	Average Level
2- You are proud because you are working in your bank	204	3.54	.989	Average Level
3- you are ready to make more effort required for the success of the work of your bank	204	3.82	.951	High Level
Valid N (listwise)	204			

There is a high deviation in respondent's answer for the first question, this could be because of the difference in jobs environments between banks, but generally the loyalty is high. This is more clear in the third question that has high level of importance with a mean of 3.82 but the other two question have average level of importance (see table 5), as shown in table (21).

4.3 Correlation and Multiicollinearity:

Table 22. Correlations

		planning	recruit	Training	Job analysis	motivation	performance	participate
planning	Pearson Correlation	1	.611**	.550**	.568**	.564**	.603**	.603**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	204	204	204	204	204	204	204
recruit	Pearson Correlation	.611**	1	.543**	.544**	.528**	.563**	.594**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	204	204	204	204	204	204	204
Training	Pearson Correlation	.550**	.543**	1	.484**	.474**	.510**	.326**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	204	204	204	204	204	204	204
Job analysis And design	Pearson Correlation	.568**	.544**	.484**	1	.567**	.512**	.501**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	204	204	204	204	204	204	204
motivation	Pearson Correlation	.564**	.528**	.474**	.567**	1	.596**	.497**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	204	204	204	204	204	204	204
performance	Pearson Correlation	.603**	.563**	.510**	.512**	.596**	1	.566**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	204	204	204	204	204	204	204
participate	Pearson Correlation	.603**	.594**	.326**	.501**	.497**	.566**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	204	204	204	204	204	204	204

**. Correlation is significant at the 0.01 level (2-tailed).

As shown in table (22), Pearson correlation was used to test relationships between independent variables, and it has been found that the highest r-value is (61.1%) between (Planning and recruitment).

This value was used in VIF equation to reach the following results:

$VIF= 1/(1- r^2)$

$VIF= 1/(1-(.611^2))$

VIF= 1.59 < 2.5 which means that there is no multicollinearity according to Allison (1999), where as some researchers suggested that if VIF is greater than 10 there is a strong correlation between variable(s) and multicollinearity, others suggested multicollinearity exists if VIF exceed 5. (Berenson and Levine,1986, Aczel, 1999).

4.4 Factor analysis:

Factor analysis for each measurement scale was performed to ensure that the scales were reliable indicators of their constructs; factor analysis was carried out with principle components analysis as the extraction methods. Only items that had a factor loading of at least 0.40 were retained.

Table 23. Factor Analysis

Independent factor loading:

F1: Planning	Factor Loading
Q1	**.926**
Q2	**.941**
Q3	**.911**

	Factor loading
F2: Recruitment & Selection	
Q4	**.643**
Q5	**.617**
Q6	**.794**
Q7	**.32**
Q8	**.652**
Q9	**.803**
Q10	**.828**
F3: Training& Development	
Q11	**.861**
Q12	**.863**
Q13	**.801**
F4: Job analysis& Design	
Q14	**.617**
Q15	**.664**
Q16	**.687**
Q17	**.12**
Q18	**.660**
Q19	**.652**
Q20	**.21**
F5: Motivation	
Q21	**.620**
Q22	**.917**
Q23	**.889**

	Factor loading
F6: Performance Appraisal	
Q24	**.729**
Q25	**.849**
Q26	**.23**
Q27	**.15**
Q28	**.781**
Q29	**.824**
Q30	**.836**
F7: Employees Participation in Decision Making	
Q31	**.750**
Q32	**.650**
Q33	**.782**
Q34	**.861**
Q35	**.859**
Q36	**.824**

Dependent factor loading:

F8: Effectiveness	Factor Loading
Q37	**.891**
Q38	**.820**
Q39	**.892**

	Factor loading
F9: Efficiency	
Q40	**.830**
Q41	**.875**
Q42	**.818**
F10: Turnover	
Q43	**.823**
Q44	**.922**
Q45	**.848**
F11: Job Satisfaction	
Q46	**.896**
Q46	**.906**
Q48	**.892**
F12: Loyalty	
Q49	**.759**
Q50	**.908**
Q51	**.887**

It has been found from table (23) that factors number (1, 2, 3, 4, 5, 6, 7, 8, 9, 11, and 12) have high correlation with the variables (planning, recruitment selection, training & development, job analysis & design, motivation, performance appraisal, employees participation in decision making, effectiveness, efficiency, turnover, job satisfaction, and loyalty) respectively, which means that the instrument of this variable is valid.

On the other hand, it has been found that questions number (7, 17 & 20, 26 & 27) have low correlation with variables (recruitment & selection, job analysis & design, performance appraisal) respectively, so it will be excluded from the instrument, whereas the other questions have high relationship with variables.

Factor analysis above showed that all group of questions that explain one variable are loaded on one factor. The factor loading ranged between (0.617 to 0.941) after excluding the low correlated questions.

Table 24.KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.943
Bartlett's Test of Sphericity	Approx. Chi-Square	6946.980
	df	1035
	Sig.	.000

As appear in table (24) KMO measures of sampling adequacy and Bartlett's test of sphericity are shown. These results meet criteria and support use of factor analysis for this data as KMO=.943 > than .6, and Sig= .000< .05(Francis, 2004, Munro 2005).

4.5 Hypotheses testing:

In order to test the hypotheses, the researcher used multiple regressions to test the main hypothesis and the simple regression to test each single hypothesis.

Testing the main hypothesis:

H0: There is no statistical significant effect of human resource policies on organizational performance.

Table 25. The Main Hypothesis test

F calculated	F tabulated	F Sig	Result of H0	R	R^2
65.83	2.01	.000	Reject	.838	.702

According to table (25) multiple regression was used to test the main hypothesis, and the researcher found that (calculated F= 65.83) is greater than tabulated F. According to

the researcher decision rule: Accept the H0 if the calculated value is less than tabulated, and reject H0 if the calculated value is greater than the tabulated value. So we will reject H0, so that there is a positive relationship between human resources policies and organizational performance with high correlation (R=83.8%), and high R squared (70.2%) which indicates that the proposed human resources policies have strong and statistical significant effect on the suggested organizational performance.

Test (H1) hypothesis:

H1: There is no statistical significant effect of planning on organizational performance.

Table 26. Test (H1) hypothesis

t calculated	t tabulated	t Sig	Result of H1	R	R^2
13.62	1.96	.000	Reject	.692	.479

According to table (26) simple regression was used to test H1 hypothesis, and the researcher found that (calculated t = 13.62) is greater than tabulated t. According to the researcher decision rule: Accept the H1 if the calculated value is less than tabulated value, and reject H1 if the calculated value is greater than the tabulated value. So we will reject H1, so there is a statistical significant effect of planning on organizational performance, and positive relationship between planning and organizational performance with high positive correlation (R = 69.2%), and R squared (47.9%).

Test (H2) hypothesis:

H2: There is no statistical significant effect of (recruitment & selection) on organizational performance.

Table 27. Test (H2) hypothesis

t calculated	t tabulated	t Sig	Result of H2	R	R^2
13.741	1.96	.000	Reject	.695	.483

According to table (27) simple regression was used to test H2 hypothesis, and the researcher found that (calculated t = 13.741) is greater than tabulated t. According to the researcher decision rule: Accept the H2 if the calculated value is less than tabulated, and reject H2 if the calculated value is greater than the tabulated value. So we will reject H2, so there is a statistical significant effect of (recruitment & selection) on organizational performance and positive relationship between (recruitment & selection) and organizational performance with high positive correlation (R=69.5%) and R squared (48.3%).

Test (H3) hypothesis:

H3: There is no statistical significant effect of (training & development) on organizational performance

Table 28. Test (H3) hypothesis

t calculated	t tabulated	t Sig	Result of H3	R	R^2
7.08	1.96	.000	Reject	.446	.199

According to table (28) simple regression was used to test H3 hypothesis, and the researcher found that (calculated t = 7.08) is greater than tabulated t. According to the researcher decision rule: Accept the H3 if the calculated value is less than tabulated value, and reject H3 if the calculated value is greater than the tabulated value. So we will reject H3, so there is a low statistical significant effect of (training & development) on organizational performance and positive relationship between (training & development) and organizational performance with positive correlation (R=44.6%), and R squared only (19.9%) this indicates that training and development have low effect on organizational performance.

Test (H4) hypothesis:

H 4: There is no statistical significant effect of (job analysis& design) on organizational performance

Table 29. Test (H4) hypothesis

t calculated	t tabulated	t Sig	Result of H4	R	R^2
13.646	1.96	.000	Reject	.693	.48

According to table (29) simple regression was used to test H4 hypothesis, and the researcher found that (calculated t = 13.646) is greater than tabulated t. According to the researcher decision rule: Accept the H4 if the calculated value is less than tabulated value, and reject H4 if the calculated value is greater than the tabulated value. So we will reject H4, so there is a statistical significant effect of (job analysis & design) on organizational performance, and positive relation between (job analysis & design) and organizational performance with high positive correlation (R=69.3%), R squared (48%)

Test (H5) hypothesis:

H 5: There is no statistical significant effect of motivation on organizational performance.

Table 30. Test (H5) hypothesis

t calculated	t tabulated	t Sig	Result of H5	R	R^2
10.95	1.96	.000	Reject	.61	.372

According to table (30) simple regression was used to test H5 hypothesis, and the researcher found that (calculated t = 10.95) is greater than tabulated t. According to the researcher decision rule: Accept the H5 if the calculated value is less than the tabulated value, and reject H5 if the calculated value is greater than the tabulated value. So we will reject H5, so there is a statistical significant effect of motivation on organizational performance, and positive relationship between motivation and organizational performance with positive correlation (R = 61%), and R squared (37.2%) indicates that motivation has low effect on organizational performance comparing with other policies.

Test (H6) hypothesis:

H 6: There is no statistical significant effect of performance appraisal on organizational performance.

Table 31. Test (H6) hypothesis

t calculated	t tabulated	t Sig	Result of H6	R	R^2
13.181	1.96	.000	Reject	.68	.462

According to table (31) simple regression was used to test H6 hypothesis, and the researcher found that (calculated t = 13.181) is greater than tabulated t. According to the researcher decision rule: Accept the H6 if the calculated value is less than the tabulated value, and reject H6 if the calculated value is greater than the tabulated value. So we will reject H6, so there is a statistical significant effect of performance appraisal on organizational performance, and positive relationship between performance appraisal and organizational performance with high positive correlation (R = 68%), and R squared (46.2%).

Test (H7) hypothesis:

H 7: There is no statistical significant effect of employees participation in decision making on organizational performance.

Table 32. Test (H7) hypothesis

t calculated	t tabulated	t Sig	Result of H7	R	R^2
16.478	1.96	.000	Reject	.757	.573

According to table (32) simple regression was used to test H7 hypothesis, and the researcher found that (calculated t = 16.478) is greater than tabulated t. According to the researcher decision rule: Accept the H7 if the calculated value is less than the tabulated value, and reject H7 if the calculated value is greater than the tabulated value. So we will reject H7, so there is a statistical significant effect of employees' participation in decision making on organizational performance, and positive relationship between employees' participation in decision making and organizational performance with high positive correlation (R = 75.7%), and high R squared (57.3%).

4.6 Research Discussions and Recommendation:

The primary purpose of this study is to investigate the impact and the relationship between human resources policies and organizational performance on commercial banks operating in Jordan.

Although previous studies have provided preliminary empirical evidences, the researcher extended the literatures by integrating different types of human resources policies, he assumed that the following policies are related to organizational performance: (1) planning; (2) recruitment and selection; (3) job analysis and design; (4) motivation; (5) Training and development; (6) Performance appraisal; and (7) employees' participation in decision making.

The researcher found overall support for all hypotheses in which there is a statistical significant effect and highly positive relationship between human resources policies and organizational performance, this is clear in the r-value 83.8% this is consistence with (Obidat,2003,Katou and Budhwar ,2007, Vlachos 2008).

All human resources policies were significantly correlated with organizational performance, the results indicated that the order of human resources policies that influence the organizational performance are as the following: employees' participation in decision making (0.757), second recruitment and selection (0.695), third job analysis and design (0.693), fourth planning (0.692), fifth performance appraisal (0.68), sixth motivation (0.61), and seventh training and development (0.446).

The results show that employees' participation in decision making has the greatest effect on organizational performance, this result similar is to Chenevert and Tremblay (2009) results, at the same time this policy is not implemented in a wide manner, it could be because of culture that discourages employees' participation in decision making or because of the nature of banking jobs that seems to be critical, risky, and standard. The results also show that training has the least effect on organizational performance even that banks operating in Jordan implement this policy in large volume, but the low correlation could be because of the training content and training procedures "The same finding was uncovered by Accenture’s ‘The High Performance Workforce Study 2004’ report: despite a significant increase in content and budget of training programs, only 16% of executives said they were very satisfied with the training function. This result underscores the effect of effective training content and structure" (Vlachos,2008 p 93). From the researcher point of view, this result may be different from other researchers' finding because of changing in banking environment, or sample error, or because of the difference in responders' perception.

Commercial banks operating in Jordan relatively implement human resources policies to large extent except employees' participation in decision making as follows:

1- Research results indicate that commercial banks in Jordan moderately implement the human resources planning policy as the total rate average indicates (3.2). This result would explain other policies results, because human resources planning is the first step of implementing the other human resources policies that follow.

2- Research results also indicate the moderate implementation of recruitment and selection policy as the total rate average was (3.2).

3- Research results show a high implementation of training and development policy as the total rate average was (3.7). This indicates that banks operating in Jordan try to develop and raise their human resources skills, abilities, and knowledge.

4- Research results indicate a moderate implementation of job analysis and design policy as the total rate average was (3.2).

5- Research results indicate a moderate average of implementing motivational policy as the total rate average (3.5).

6- Research results indicate a high moderate implementation of performance appraisal as the total rate average was (3.4).

7- Whereas the policy that was least implemented in banks operating in Jordan was the employees' participation in decision making as the results show a total rate average of (2.9). This could be attributed to cultural attitudes.

4.7 Practical Implication and Recommendations:

This research has number of clear implications and recommendations for both managers and decision makers, as follows:

1- It has been found that in Jordanian banking sector, organizational performance is largely affected by human resources policies which the banks require them to be well-designed and suitable in order to provide the employees with the necessary abilities and capabilities.

2- The Jordanian banking sector should be more concerned with training and development policy especially in the content and the structure, and should ensure the suitability of the training and development program.

3- It has been found from the research results that the most important human resources policy that affects the organizational performance is the employees' participation in decision making. At the same time this policy is not implemented on a wide scale, thus it is important to give more attention to the participation of employees in the decision-making process, especially that the managers are the implementers of all organization policies, procedures and strategies.

4- The researcher recommends giving more attention to human resources in the banking sector as the source to achieve sustainable competitive advantage.

5- The research results show that planning policy is moderately implemented in banks, thus banks have to give this policy more effort because of its critical role and they should try to integrate it with other human resources policies.

6- Through studying the literatures, the researcher noted that there is a lack in Jordanian and Arab studies in human resources policies and what are the most important policies applicable to our environment.

7- The researcher recommends that researchers in the future may wish to investigate the obstacles of human resources policies implementation in Jordan other Arab countries.

8- The researcher recommends implementing such a study on other sectors or industries.

References

Arabic references:

Almahmoud Nisreen, (2004), **The Relationship Between Total Quality Management and Human Resource Area and Their Effect on Performance: Empirical Study on Banking and Insurance Sector in Jordan**, Unpublished Master Dissertation, Yarmouk University: Jordan.

Bo Elak Nawal, (2007), **Measuring Organizational Loyalty Among Employees in The National Organization For Electricity and Gas (Sonelgaz) Tebessa state,** Unpublished Master Dissertation, Adan University.

Fota Sahar Mohammed Mahmmoud,(2008), **Impact Of The Alignment Between Strategic Planning and Human Recourse Planning On The Performance Of Public Shareholding Companies in Jordan,** Unpublished Doctoral Dissertation, Amman Arab University: Jordan.

Hashim Tareq Nael,(2006), **The Role of Marketing Information Systems in Improving the Marketing Performance of the Jordanian Public Shareholding Companies,** Unpublished Doctoral Dissertation, Amman Arab University: Jordan.

Huisat Khalied Mohammad,(2005),**The Relation of Strategic Human Resource Management Efficiency and Effectiveness and Organizational performance In Jordanian Institutional Press**, Unpublished Doctoral Dissertation, Amman Arab University: Jordan.

Ismail Noor Hani,(2005), **The Evaluation of Human Resource Performance and its contribution in increase the performance of public institutions**, Unpublished Master Dissertation, Teshreen university: Syria.

Obidat Shatha Ibrahim,(2003), **The Reality Of Strategic Human Resource Functions In Jordanian Banks**, Unpublished Master Dissertation, Yarmouk University:Jordan.

Shatat Enas Abdel Ra'aof,(2003), **Human Resource Role In Achieving Organizational Creativity , Emparical study On Commercial Banks In Qatar**, Unpublished Master Dissertation, Yarmouk University: Jordan.

Wysi Moktar,(2009), **Employees Attitudes Towards Organizational Change and its Relationship to Organizational Loyalty and Performance and Job Satisfaction**, Unpublished Doctoral Dissertation, Damascus University, Syria.

English references:

Abu-Doleh, J,(2000),Human Resource Planning In Jordan: A Challenge For The Next Millennium , **Middle East Business Review**, (Vol 4), No1:p 57-68.

Abu Riyaleh Amjed,(2007), **The Effect of Employees Performance Management System Development on Employees Turnover Empirical Study Telecommunication Sector-Jordan**, Unpublished Master Dissertation, The University of Jordan, Amman, Jordan.

Absar Mir Mohammed Nurul, Nimalathasan Balasundaram, and Jilani Munshi Muhammad Abdul Kader,(2010), Impact of HR Practices on Organizational Performance in Bangladesh, **International Journal of Business Insights & Transformation**, (Vol 3), No 2: p 15-19.

Aczel Amir D, (1999), **Complete Business Statistics**,(4th ed), Irwin McGrraw-Hill:Singapore.

Allison, P.D., (1999). **Multiple Regression**: A Primer. Thousand Oaks, Pine Forge Press, CA.

Atkinson Graham, and Purkiss Clive,(1975), **Recruitment Handbook**, Gower Publishing Company Limited: England.

Attia, A. M., Honeycutt, E. D., and Attia, M. M, (2002). The difficulties Of Evaluating Sales Training**, Industrial Marketing Management**,(Vol 31):p 253-259.

Armstrong Michael,(2006),**Human Resource Management Practice,(10th edi)**, Kogan Page Limited: London and Philadelphia.

Bamberger. P., and Meshoulam, I., (2000). **Human Resource Strategy,** Newbury Park Sage Publications, Inc, Thousand Oaks: CA.

Barney. J, (1991). Firm resources and the theory of competitive advantage, **Journal Of Management**, (Vol 17):p 99–120.

Becker, B.E., and Huselid, M.A. (1998), High Performance Work Systems and Firm Performance: A Synthesis of Research and Managerial Implications, **Research in Personnel and Human Resources Management**, (Vol 16) : p53–101.

Berenson Mark L, and Levine David M,(1986), **Basic Business Statistics Concepts And Applications**,(3th ed), Prentice Hall: New Jersey.

Berry Lilly M,(2003), **Employee Selection**,(first edi), Thomson Learning Inc: Canada

Boselie Paul, Paauwe Jaap, and Jansen Paul,(2001),Human resource Management and Performance: Lessons From The Netherland**, Int.J of Human Resource Management**, (Vol 12), No 7: p.1107-1125.

Bowen, D. E., and Ostroff, C, (2004). Understanding Human Resource Management Firm Performance Linkage: The role of the Strength Of The Human Resource Management System, **Academy of Management Review**, (Vol 29): p203–221.

Buford Sandra Casey,(2006), Linking Human Resources to Organizational Performance and Employee Relations in Human Services Organizations: Ten HR Essentials for Managers**, Intl Journal of Public Administration**, (Vol 29), No 517-523

Burack Elmer H, and Mathys Nicholas J,(1987), **Human Resource Planning A Pragmatic Approach to Manpower Staffing and Development** (2 end edi), Brace Park Press: USA.

Brown Lord Wilferd,(1975), **Participation**,(first edi), MCB Management Decision Limited:
UK

Brown. J**,** (2002), Training Needs Assessment: A Must For Developing an Effective Training Program, **Public Personnel Management**, (Vol 31), No 4: p 569-578.

Cameron Kim,(1978), Measuring Organizational Effectiveness in Institutions of Higher Education, **Administrative Science Quarterly**, (Vol 23): p 604-632.

Cangemi Joseph P, Kowalski Casimir J, and Claypool Jeffrey C,(1985), **Participative Management: Employee Management Cooperation A Practical Approach**, Philosophical Library: USA

Cekada Tracey,(2010),Training Needs Assessment Understanding What Employees Need To Know, **Professional Safety American Society of Safety Engineers**.

Chambers's, Twentieth Century Dictionary, (1955):london:Chambers.

Chenevert Denis, and Tremblay Michel,(2009), Fits in Strategic Human Resource Management and Methodological Challenge: Empirical Evidence of Influence of Empowerment and Compensation Practices on Human Resource Performance in Canadian Firms, **The International Journal of Human Resource Management**, (Vol. 20), No. 4: p 738–770.

Chien, M. H. (2004), A study To Improve Organizational Performance: A View From SHRM, **Journal of American Academy of Business**, (Vol 4): p 289-291

Collins Christopher J. , and Smith Ken G. ,(2006),Knowledge Exchange and Combination: The Role oF Human Resource Practices In The Performance of High Technology Firms, **Academy of Management Journal** , (Vol. 49), No. 3:p 544–560.

Collins Christopher.J, and Han Jian,(2004),Exploring Applicant Pool Quantity and Quality: The Effect of Early Recruitment Practices, Strategies, Corporate Advertising and Firm Reputation**, Personnel Psychology**, (Vol 57) :p 685-717**.**

Cunningham Barton J.,(1977),Approaches to The Evaluation of Organizational Effectiveness, **Academy of Management Review**, p 463-474.

Denisi Angelo S, and Griffin Ricky W,(2001), **Human Resource Management**, Houghton Mifflin Company: USA.

Dessler Gary,(2005), **Human Resource Management, Pearson Prentice Hall**, (10th ed):USA

Duncan Jack W., (2001), Stock Ownership and Work Motivation, **Organizational Dynamics**, (Vol. 30), No. 1: p. 1-11.

Duboff, R. & Heaton, C,(1999) ,Employee Loyalty a Link to Valuable Growth, **Strategy and Leadership**, Jan./Feb.,p. 8- 13

Dwivedi R S,(1982), **Management of Human Resources a Behavioral Approach To Personnel**, Oxford and Ibh Publishing Co:USA

Eerde Van W, Tang Simon K.C, and Talbo Graeme,(2008), The Mediating Role of Training Utility in The Relationship Between Training Needs Assessment and Organizational Effectiveness, **The International Journal of Human Resource Management**, (Vol. 19), No. 1: p 63–73

Eskildsen Jacob K ,and Nuessler Mikkel L,(2000), The Managerial Drivers of Employee Satisfaction and Loyalty, **Total Quality Management**, (Vol 11), No. 4/5&6, P 581-588

Famularo Joseph J, (1972), **Handbook Of Modern Personnel Administration**, Mc Graw Hill Inc : USA

Fisher Cynthia.D, Schoenfeldt Lyle.F., and Shaw James.B,(1999), **Human Resource Management**,Houghton Mifflin Co:U.S.A

Fisher Cynthia D., Schoenfeldet Lyle F, and Shaw James B,(1990), **Human Resource Management**, Houghton Mifflin company: USA.

Fugate Brian S, Mentzer John T , and Stank Theodore P,(2010), Logistics Performance: Efficiency, Effectiveness and Differentiation, **Journal of Business Logistics**, (Vol 31), No 1: p43-62

Francis,G(2004), **Introduction to SPSS For Windows Version 12 & 11 With Notes For Studentware**: (4th edi), Pearson Education Australia, Pearson Prentice Hall

George, V, (1994), Performance Appraisal in An Academic Library: A Case Study, **Paper Presented at The International Conference on TQM and Academic Libraries**, Washington, DC, p.20-22.

Gosselin, M, (2005), An Empirical Study of Performance Measurement in Manufacturing Firms, **International Journal of Productivity and Performance Management**, (Vol 54) , No5/6: p419-437.

Green Kenneth W., Wu Cindy, Whiteen Dwayne, and Medlin Bobby,(2006), The Impact of Strategic Human Resource Management on Firm Performance and HR Professionals Work Attitude and Work Performance, **International Journal of Human Resource Management**, (Vol 17), No 4: p 559-579.

Guest David, and Knight Kenneth,(1979),(first edi), **Putting Participation Into Practice**, Gower Press, Teakfield Limited: UK.

Guest, D E, (1987) ,Human Resource Management and Industrial Relations, **Journal of Management Studies**, (Vol 14),No 5: p 503– 21.

Haktanir. M, and Harris, P, (2005), Performance Measurement Practice in an Independent Hotel Context: A Case Study Approach, **International Journal of Contemporary Hospitality Management**, (Vol 17), No 1: p39-50.

Hall, D T, (1984), **Human Resource Development and Organizational Effectiveness in Strategic Human Resource Management**, ed D Fombrun, N Tichy and M A Devenna, Wiley:USA

Hart David W, and Thompson Jeffery A,(2007), Untangling Employee Loyalty: A Psychological Contract Perspective, **Business Ethics Quarterly**, (Vo 17), No2, p. 297-323

Hart, Lois B(1991), **Training Methods That Work: A Handbook for Trainers**, (Electronic Version),Crips Publication: USA

Hawk Roger H,(1967), **The Recruitment Function**,(first edi), American Management Association: USA.

Hills Frederick S,(1987), **Compensation Decision Making**,(first edi), The Dryden Press A Division Holt Rinehart and Winston Inc: USA

Hubbard Graham,(2009), Measuring Organizational Performance: Beyond The Triple Bottom Line, **Business Strategy and The Environment**, (Vol 19):p 177-191

Hung Tsang Kai,(2010), An Empirical Study of The Training Evaluation Decision Making Model To Measure Training Outcome, **Social Behavior Personality**, (Vol 38),No 1:p 87-102

Huselid, M.A,(1995), The Impact of Human Resource Management Practices on Turnover, Productivity and Corporate Financial Performance, **Academy of Management Journal**, (Vol 38), No30: p 635–672.

Jennings David, and Wattam Stuart,(1998), **Decision Making An Integrated Approach**,(2 end ed),Prentice Hall: UK

Jones Gareth R,(2007), **Organizational Theory, Design, and Change**,(5th ed), Pearson Prentice Hall:USA

Katou Anastasia A., and Budhwar Pawan S.,(2007),The Effect Of Human Resource Management Policies On Organizational Performance In Greek Manufacturing Firm, **Thunderbird International Business Review**, (Vol. 49), No1:p 1–35.

Kalleberg, A.L,and Moody, J.W, (1994), Human Resource Management and Organizational Performance, **American Behavioral Scientist**, (Vol 7), No37:p 948–62.

Kaplan, R. S. and Norton, D. P, (1996), Using the Balanced Scorecard as a Strategic Management System, **Harvard Business Review** (Jan-Feb):p75-85.

Kaplan, R. and Norton, D. P. (1992), The Balanced Scorecard – Measures That Drive Performance, **Harvard Business Review** (January/February), p 71-79

Kazarian Edward A,(1979), **Work Analysis and Design For Hotels, Restaurants, and Institutions**,(first edi), Avi Publishing Company Inc: USA

Kellogg Marion S,(1965),**What To Do About Performance Appraisal**,(first edi), American Management Association Inc:USA.

King David,(1959),**Training Within The Organization**,(first edi),Tavistock Publications Limited: UK

Kirkpatrick Donald L, and James Kirkpatrick D,(2005), **Evaluating Training Programs: The Four Level**, Berrett Koehler Publisher Inc: USA

Korb David L,(1956), **How To Measure Results of Supervisory Training**, Person Nel:USA

Kossen Stan,and College Merritt,(1975), **The Human Side Of Organizations**,(first edi), Canfield Press A Department Of Harper and Row Publisher Inc: USA

Levine E.L, Ash R.A, Hall M., and Sistrank F,(1983), Evaluation of Job Analysis Method by Experienced Job Analysis, Academy of Management Journal, Vol.26, pp 339-348 cited in fisher et al (1990)

Lopez Susana Perez, Peon Jose Manuel Montes, and Ordas Camilo Jose Vazquez,(2005),Human Resource Practices, Organizational Learning and Business Perfromance, **Human Resource Development International**, (Vol.8), No.2:p 147 164

Lusthaus Charles, Adrien Marie-Helene, Anderson Gary, Carden Fred, and Montalvan George Plinio, (2002), **Organizational Assessment: A Framework for Improving Performance**, Inter-American Development Bank, International Development Research Center: USA

Lynch, R. L. and Cross, K. F. (1991). **Measure Up The Essential Guide To Measuring Business Performance**, London: Mandarin

Mandell Milton M,(1956), **Recruiting and Selection Office Employees**, American Management Association: USA.

McConnell. John H.(2002), **How to Identify Your Organization's Training Needs : A Practical Guide to Needs Analysis** , (Electronic Version), American Management Association: USA

Michie, J., and Sheehan Quinn, M. (2001), Labour Market Flexibility, Human Resource Management and Corporate Performance, **British Journal of Management**, (Vol 12), No 4 :p 287–306.

Mohamed Rapiah ,Hui Wee Shu, , Abdul Rahman Ibrahaim Kamal, and Abdil Aziz Rozainun, (2009), Strategic Performance Measurement System Design and Organizational Capabilities**, Asia Pacific Management Accounting Journal**, (Vol 4) No 1:p 35-6.

Munro Barbara Hazard,(2005), **Statistical Methods For Health Care Research**, (5th edi), Lippincott Williams and Wilkins, USA.

Nadler, L., and Nadler, Z. (1989). **Developing Human Resources**. San Francisco: Jossey-Bass: USA

Ngo Hang Yue, Lau Chung Ming, and Foley Sharon,(2008), Strategic Human Resource Management, Firm Performance, and Employee Relations Climate In China, **Human Resource Management**, (Vol. 47), No. 1: p 73–90.

Nilson Carolyn D,2003, **How To Manage Training: A Guide to Design and Delivery for High Performance,** AMACOM, A Division of American Management Associations: USA.

Noe Raymond A, Hollenbrck John R, Gergart Barry, and Wright Patrick M,(2008),(6th edi), **Human Resource Management Gaining a Competitive Advantage**, McGraw-Hill Ince: USA

Noe Raymond.A, Hollenbeck John R., and Wright Patrick M.,(1994), **Human Resource Management Gaining a Competitive Advantage**,(first edi) Richard D.Irwin,Inc in a Joint Venture With The Austen Press.

Odiorne George S, and Rummler Geary A,(1988), **Training and Development: A Guide for Professionals**,(first edi), Commerce Clearing House Inc: USA

Ostroff Cheri, and Schmitt Neal,(1993), Configurations of Organizational Effectiveness and Efficiency, **Academy of Management Journal**, (Vol 36), No 6: p 1345-1361

Paauwe Jaap, (2009), Human Resource Management and Performance: Achievements, Methodological Issues and prospects, **Journal Of Management Studies**, Vol 46 , (No1):p 22-2380.

Palmer, I., and Dunford, R. (2002),Who Says Change Can Be Managed? Positions, Perspectives and Problematic, **Strategic Change**, (Vol 11), No5: p 243–251.

Perez Petra De Saa, and Falcon Juan Manuel Garcia,(2002), A Resource Based View of Human Resource Management and Organizational Capabilities Development, **The International Journal of Human Resource Management**, (Vol 13), No 1: p 123 140.

Ployhart Robert E, Weekley Jeff A, and Ramsey Jase, (2009), The Consequences of Human Resource Stocks and Flows: A Longitudinal Examination of Unit Service Orientation and Unit Effectiveness, **Academy of Management Journal**, (Vol. 52) No. 5: p 996–1015

Potterfield Thomas A,(1999), **The Business of Employee Empowerment: Democracy and Ideology In The Work Place**, (Electronic Version), Quorum Books:USA

Pun Kit Fai, and Anthony Sydney White,(2005), A Performance Measurement Paradigm for Integrating Strategy Formulation: A Review of Systems and Frameworks, **International Journal of Management Review**, (Vol 7), No 1: p 49 71.

Price, N,(1975), **Personnel Human Resource Management**, The Principles and Practice of Management, Long man group ltd: UK.

Rasch Lee,(2004), Employee Performance Appraisal and The 95\5 Rule, **Community College Journal of Research and Practice**, (Vol 28):p 407–414

Robbins Stephen P, and Judge Timothy A,(2009), **Organizational Behavior,** (13th ed), Person Prentice Hall: USA

Rogers, E.W., and Wright, P. (1998), Measuring Organizational Performance in Strategic Human Resource Management Research: Problems Prospects, and Performance Information Markets, **Human Resource Management Review**,(Vol 8): p.311–331.

Sanford Aubrey C,(1973), **Human Relation Theory and Practice**,(first edi), Charles E. Merrill Publishing Company A Bell and Howell Company: USA.

Schermerhorn John R.,Jr,(2002), **Management,(7th edi),** John Wiely and Sons, Inc: USA

Schuster Frederick E,(1985), **Human Resource Management Concept**(2end ed), **Cases and Readings**, Reston Pub Co: USA

Scott Cynthia D, and Jaffe Dennis T,(1991), **Empowerment Building a Committed Workforce**, A Fifty-Minute™ Series Book: USA

Sekran, U., (2003), **Research Methods For Business**, (4th ed.), USA: John Willey and sons Inc..

Shieh Chich Jen,(2008), Effect of Corporate Compensation Design on Organizational Performance, **Social Behavior Personality**, (Vol 36), No 6: p 827-840.

Shieh Chich Jen, Wang I Ming, and Wang Fu Jin,(2009), The Relationships Among Cross Cultural Management, Learning Organization, and Organizational Performance

In Multinationals, **Social Behavior And Personality**, (Vol 37), No 1: p15-30.

Shore Ted, and Strauss Judy,(2008), The Political Context of Employee Appraisal: Effects of Organizational Goals on Performance Ratings**, International Journal of Management**, (Vol. 25), No. 3:p599-612

Sibson Robert E,(1974), **Compensation A Complete Revision of Wages and Salaries**,(first edi) AMACOM A Division of American Management Associations :USA.

Siddique C.M.,(2004), Job Analysis: a Strategic Human Resource Management Practice**, Int. J. of Human Resource Management**, (Vol 15), No1:p.219–244.

Skinner B.F,(1953), **Science and Human Behavior**,(first edi), The Macmillan Company:USA

Spitzer Dean R,(2007), **Transforming Performance Measurement: Rethinking The Way We Measure and Drive Organizational Success**, (first edi), American Management Association: USA

Stacey Chalmers L, and DeMartin Manred F,(1963),(first edi), **Understanding Human Motivation**, Howard Allen Inc Publishers:USA

Stone Raymond J,(2002), **Human Resource Management**,(4th ed), John Wiley&Sons Ltd: Australia

Streers Richard M, and Porter Lyman W,(1991),(2end edi), **Motivation and Work Behavior**, Mc Graw Hill Series In Management: USA

Sturt Humphrey,(1975), **Recruitment Handbook**, Gower Publishing Company Limited: England

Sugrue, B., & Rivera, R. J,(2005), **Annual Review of Trends in Workplace Learning and Performance**, The American Society for Training and Development's. ASTD 2005 State of The Industry Report

Sun Li Yun, Aryee Samuel, and Law Kenneth S., (2007), High Performance Human Resource Practices, Citizenship Behavior and Organizational Performance: A Relational Perspective, **Academy Of Management Journal**, (Vol 50), No 3: p 558-577.

Swanson Richard A and, Holton Elwood F,(2001), **Foundations of Human Resource Development**, (Electronic Version), Berrett-Koehler Publishers :USA

Swan William S, and Margulies Phillip,(1991), **How To Do A Superior Performance Appraisal**,(first edi), John Wiley and Sons Inc: Canada.

Takeuchi Norihiko,(2009), How Japanese Manufacturing Firms Align Their Human Resource Policies With Business Strategies: Testing a Contingency Performance Prediction In a Japanese Context**, The International Journal of Human Resource Management**, (Vol. 20), No. 1:p 34–56.

Tata, J., and Prasad, S. (2004), Team Self-management, Organizational Structure**, and** Judgments of Team Effectiveness, **Journal of Management Issues**, (Vol 16),No 2,p: 248–265

Thomas Gali Fann, Zolin Roxanne, and Hartman Jackie L., (2009), The Central Role of Communication in Developing Trust and it's Efeect On Employee Involvement, **Journal of Business Communication**, (Vol 46),No 3:p 287-310.

Torraco Richard J,(2005), Work Design Theory: A Review and Critique With Implications For Human Resource Development, Human Resource Development Quarterly, **Wiley Periodicals Inc**, (Vol.16), No 1:p85-109

Torrington Derek, and Hall Laura,(1998), **Human Resource Management**,(4th ed) Prentice Hall Europe: UK.

Valle Ramon, Martin Fernando, Romero Pedro, and Dolan Shimon,(2000) Business Strategy, Work Processes and Human Resource Training: Are They Congruent?, **Journal of Organizational Behavior**, (Vol 21):p 283-297.

Verweire Kurt, and Berghe Lutgart Van Den,(2004), **Integrated Performance Management : A Guide to Strategy Implementation**, (Electronic Version), SAGE Publications Ltd:UK

Vlachos Llias, (2008), The Effect Of Human Resource Practices On Organizational Performance: Evidence From Greece, **The International Journal of Human Resource Management**, (Vol. 19), No. 1:p 74–97

Wang, G. G., Dou, Z., and Li, N, (2002). A Systems Approach To Measuring Return On Investment For HRD Interventions, **Human Resource Development Quarterly**, (Vo13), No 2:p 203-224.

Wegge Rgen, Van Dick Rolf, Fisher Gary k., Wecking Christiane, and Moltzen Kai,(2006), **Work Motivation, Organizational Identification, and Well being In Call Centre Work, Work and Stress**, (Vol 20),No1:p 60- 83.

Whisler Thomas L and Harper Shirley F ,(1962),(first edi), **Performance Appraisal Research and Practice**, Holt, Rinehart and Winston Inc: USA

Williams, A (1998) Organizational learning and the role of attitude surveys, **Human Resource Management Journal**, (Vol 8),No4: p 51– 65

Wright P.M. , Dunford, B .B, and Snell, S.A,(2001) Human Resource and The Resource Based View Of The Firm, **Jornal Of Management**, (Vol 27),p 21-701.

Youngcourt Satoris S, Leiva Pedro I, and Jones Robert G,(2007), Perceived Purposes of Performance Appraisal: Correlates of Individual and Position Focused Purposes on Attitudinal Outcomes, **Human Resource Development Quarterly**, (Vol. 18), No. 3: p315-343

Zikmund, W. (2003), **Business research method**s, (7th ed)., South Western.

www.cbj.com.jo

Appendixes

Appendix one

Banking Sector in Jordan

Banking sector in Jordan:

…..

By the end of 2009, there were 23 commercial banks operating in Jordan, of which there are two Islamic banks and eight foreign bank branches. These banks carry out their operations through a network of 619 branches and 66 representative offices all

Over the Kingdom. Accordingly, the index of population to the total number of operating banks was about 9.9 thousand citizens per branch at the end of 2009. It is worth mentioning that the Industrial Development Bank has received a final approval

to exercise its Islamic banking operations under the name of “Jordan Dubai Islamic Bank”, which commenced its work on January 3, 2010. On the other hand, the number of branches of the Jordanian banks operating abroad is 135 branches and 26 representative offices at the end of 2009, of which 59 branches and 14 representative offices are operating in Palestinian territories. (CBJ)

the previous information was the latest updated issue but still CBJ don't publish 2010 reports in which there are new two banks opened: Jordan Dubai Isalamic bank , and Abu Dahabi National bank, thus Jordanian banking System contains 25 commercial banks. Figure 5 shows Jordanian banking system by the end of 2009.

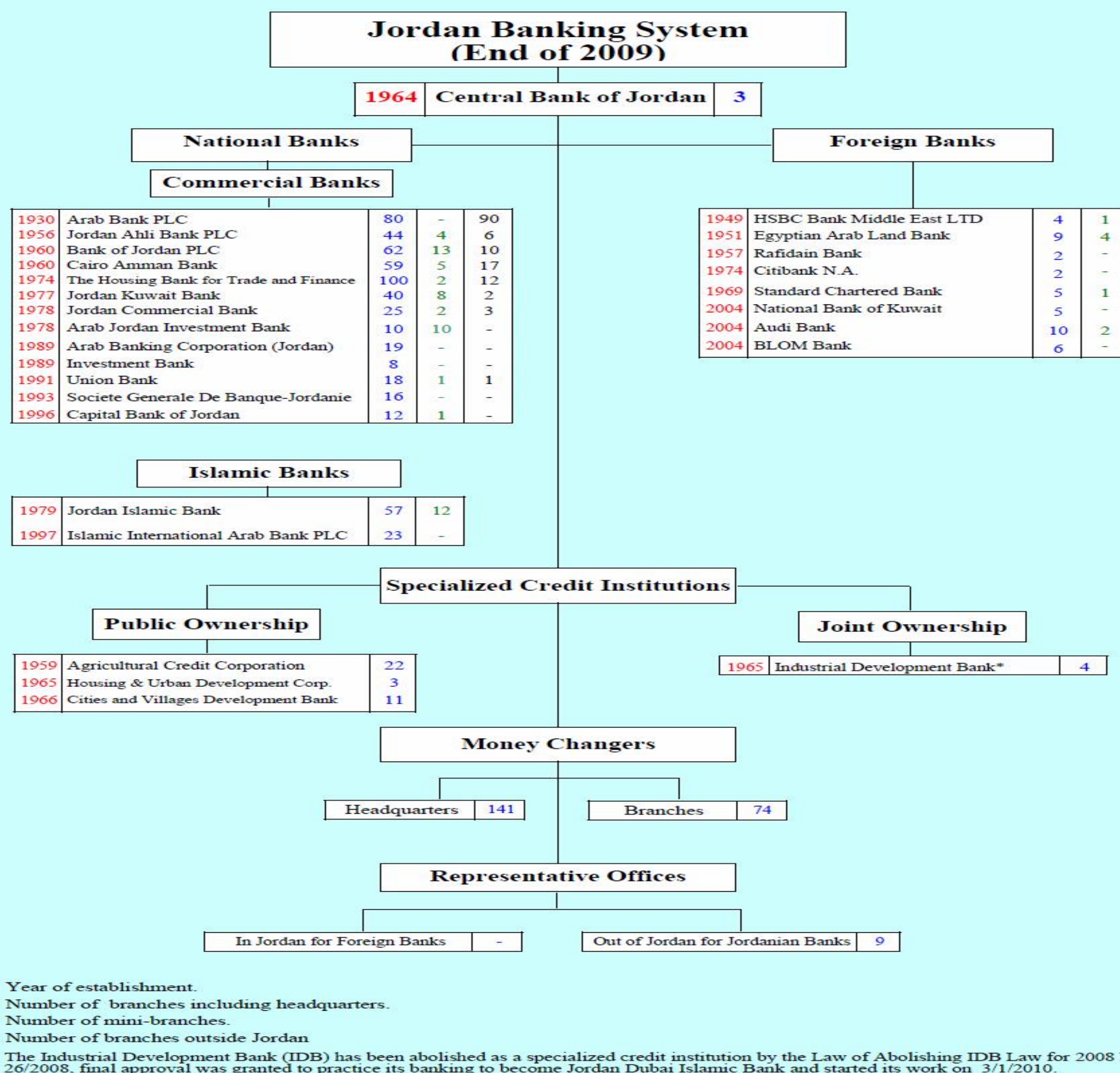


Figure 6: Jordanian banking system

CBJ(see references)

Appendix two

Questionnaire in

English

The University of Jordan

Business Department

Dear Respondent:

This study aims at identifying the extent of applying human resource policies in banks operating in Jordan and the impact thereof on their organizational performance from the viewpoint of the administrative employees working in the banking sector in Jordan. This study also aims at giving a factual picture to the extent of adherence to the human resource policies in these banks and the impact of this practice on the performance of the banks. This includes the ability to develop future plans for human resource that would benefit the banking sector in Jordan and the local community in general.

As a requisite to get the Master's degree in Business Administration at the University of Jordan, I'd be thankful you fill out this questionnaire. The data procured from this questionnaire will only be used for scientific research.

Researcher:

Ziad Al- Kalha.

Section A:

Personal and Functional Data

Part I: Tick (√) beside the appropriate answer:

I. Gender

☐ Male ☐ Female

II. Age Group:

☐ Less than 30 years ☐ from 30 to 39 years ☐ from 40 to 49 years

☐ from 50 to 59 years ☐ more than 60 years

III. Educational Qualification

☐ Diploma ☐ Bachelor ☐ Master

☐ PhD. ☐ Secondary School Certificate (Tawjihi)

IV. The total number of years of experience in the banking sector:

☐ Less than 3 years ☐ from 3 years to 7 years

☐ from 8 years to 12 years ☐ More than 12 years

V. Administrative level

☐ High ☐ Middle ☐ Low

Section B:

Indicate your opinion to what extent the followings human resources policies are applied in your bank.

No.	Groups of HR policies	Not Applied at All	Applied to Small Extent	Medium Applied	Applied to High Extent	Applied Totally
1-	Your Bank has a long-term human resources plan					
2-	Your bank uses forecasting tools to determine the future needs of human resources					
3-	Your Bank analyzes the external environment to determine the presence and abundance of human resources					
4-	Your bank fills most of the vacancies by its employees					
5-	Your bank uses human resources employment's offices available in the market to fill most vacancies which it has					
6-	Your bank is seeking to obtain higher skills and competencies in the market					
7-	The selection of personnel at your bank uses a number of committees					
8-	Your bank refers to the references listed in the appointment's application to go over and make sure that the information is correct during the selection of personnel					
9-	Your bank uses a number of ways to choose jobs applicants					
10-	Your bank designs training and development programs					

No.	Groups of HR policies	Not Applied at All	Applied to Small Extent	Medium Applied	Applied to High Extent	Applied Totally
11-	Your bank uses many different developmental and training programs					
12-	Your Bank doesn't make an assessment of training and development before and after the assessment					
13-	Job description is clear in your bank					
14-	The functional requirements in your bank are changed each year depending on the work's requirements					
15-	Your bank adopts standards in designing jobs					
16-	Your Bank is pursuing a policy of enriching the work by adding tasks to jobs					
17-	Your Bank is expanding work horizontally by adding new responsibilities					
18-	Your bank does not provide incentives for its staff					
19	Rewards in your bank are based on performance					
20-	Your bank focuses on equity in the distribution of rewards among employees					
21-	Your bank applies a policy of performance's evaluation regularly and periodically					
22-	Your bank uses a variety of methods to assess the performance depending on the nature of the jobs					

No.	Groups of HR policies	Not Applied at All	Applied to Small Extent	Medium Applied	Applied to High Extent	Applied Totally
23-	Performance appraisal in your bank is based on specific criteria related to job description					
24-	Performance appraisal is used as an essential tool to determine the low staff performance to train them and upgrade their level					
25-	There are different standards of performance (financial, administrative, etc ...) in your bank					
26-	There is a body to represent the employees in your bank					
27-	There is a fund of suggestions of staff in your bank					
28-	Evaluation criteria in your bank takes into consideration the views of colleagues					
29-	Your directors ask you to show what you think before making changes to the way you work					
30-	Your bank often applies your ideas in work					
31-	Your opinions and ideas are taken with attention in your bank					

Section C:

To what extant you agree with the followings organizational performance statements

No	Organizational Performance	Strongly Disagree	Disagree	Normal	Agree	Strongly Agree
1	Your department achieves its scheduled goals on specified the time.					
2	Your department remains within the limits of budget in terms of costs and expenses.					
3	Your department has achieved its objectives for the previous financial year					
4	Your department achieves its specific goals with expenses less than what are specified in the budget					
5	Your department achieves its objectives in less than the expected time					
6	Your department achieves its objectives with fewer staff wanted					
7	The proportion of employees who leave the work in your bank is continuously decreasing					
8	Your bank's policies and regulations contribute overall to employees' retention					
9	You are optimistic about your future career in this bank					
10	There is a clear career path for your work at your bank					
11	Salaries are good and correlated with the functional requirements in your bank					
12	Working at your bank is with challenge and not boring					
13	Looking for another company to work with is one of your priorities					
14	You are proud because you are working in your bank					
15	You are ready to make more effort required for the success of the work of your bank					

Questionnaire reviewer panel:

1- Dr. Samer Dahiyat

   The University of Jordan

2- Dr. Amjad Abu El Samen

   The University of Jordan

3- Dr. Amin Shaqrah

   Al Zaytona University

4- Dr. Ahmad Salah

   Al Zaytona University

5- Dr. Mohammad Al ajlouni

   Al Zaytona University

6- Dr. Mohammad Mobaydeen

   Al Zaytona Univesity

7- Dr. Ahmad Orekat

   Ahliyya Amman University

8- Dr. Tawfeeq Abdel Hadi

   Ahliaa Amman Univesity

The thesis edited by Quality First Translation and Design Company

Tel: 5540068 Po Box 5840 Amman 11953-Jordan

Appendix Three

Questionnaire in Arabic

بسم الله الرحمن الرحيم

عزيزي المستجيب:

تهدف هذه الدراسة الى التعرف على واقع تطبيق سياسات الموارد البشرية وأثرها على الاداء التنظيمي للبنوك العاملة في الاردن من وجهة نظر الموظفين الاداريين في القطاع المصرفي الاردني من اجل رسم صوره حقيقية لمدى تطبيق البنوك لسياسات الموارد البشرية و أثرها على الاداء الغير المالي للبنوك بحيث يمكن الاستفادة منها في و ضع خطط مستقبلية للموارد البشرية تخدم القطاع المصرفي الاردني و المجتمع المحلي.

استكمالا لمتطلبات الحصول على درجه الماجستير في اداره الاعمال من الجامعه الاردنيه أرجو تعاونكم في تعبئة هذه الاستبانه مؤكدا لكم استخدام هذه المعلومات لاغراض البحث العلمي فقط.

مع الشكر و التقدير

الباحث

زياد الكلحه

بيانات شخصية ووظيفية

الجزء الأول: ضع إشارة (√) ازاء الإجابة المناسبة:

VI. الجنس:

ذكر ☐ أنثى ☐

VII. الفئة العمرية :

أقل من ٣٠ سنة ☐ من ٣٠ سنة إلى ٣٩ ☐
من ٤٠ سنة إلى ٤٩ سنة ☐ من ٥٠-٥٩ سنة ☐ أكثر من ٦٠ ☐

VIII. المؤهل التعليمي:

دبلوم ☐ بكالوريوس ☐ ماجستير ☐
دكتوراه ☐ توجيهي ☐

IX. عدد سنوات الخبرة الاجمالية في القطاع المصرفي:

أقل من ٣ سنوات ☐ من ٣ سنوات إلى ٧ سنوات ☐ من ٨ سنوات الى ١٢ سنة ☐
أكثر من١٢ سنة ☐

I. المستوى الإداري:

اداره عليا ☐ اداره وسطى ☐ اداره دنيا ☐

الجزء الثاني: عزيزي المستجيب نرجو منك قراءه الفقرات التاليه ووضع اشاره (√) تحت الفئه التي تعبر عن مدى تطبيق سياسات الموارد البشرية في مصرفكم من وجهه نظرك:

سياسات الموارد البشرية	غير مطبق على الاطلاق	مطبق بدرجة قليلة	مطبق الى حد ما	مطبق بدرجة كبيرة	مطبق بشكل كلي
١. يوجد لدى مصرفكم خطة موارد بشرية طويله الأجل					
٢. يستخدم مصرفكم أدوات تنبؤ لتحديد الاحتياجات المستقبلية من الموارد البشرية					
٣. يقوم مصرفكم بتحليل البيئة الخارجية لتحديد تواجد ووفره الموارد البشرية					
٤. يقوم مصرفكم بملىء معظم الشواغر من موظفينيه الحاليين					
٥. يستخدم مصرفكم مكاتب توظيف الموارد البشرية الخاصة المتوافره في السوق لملىء معظم الشواغر لديه					
٦. يسعى مصرفكم للحصول على اعلى المهارات و الكفاءات الموجودة في السوق					
٧. يتم اختيار الموظفين في مصرفكم باستخدام عدة لجان					
٨. يقوم مصرفكم بالرجوع الى المراجع المذكوره في طلب التعيين للاستزاده و التأكد من صحة المعلومات عند اختيار الموظفين					
٩. يستخدم مصرفكم عدد من الطرق للاختيار بين المتقدمين للوظائف					
١٠. يقوم مصرفكم بتصميم برامج التدريب و التطوير					
١١. يستخدم مصرفكم برامج تدريبية و تطويرية متعددة ومختلفة					
١٢. لايقوم مصرفكم بإجراء تقييم للتدريب و التطوير قبل وبعد التقييم					
١٣. الوصف الوظيفي محدد وواضح في مصرفكم					
١٤. في مصرفكم تتغير المتطلبات الوظيفية كل سنة بالاعتماد على متطلبات العمل					
١٥. يعتمد مصرفكم المعيارية بتصميم الوظائف					
١٦. يقوم مصرفكم بانتهاج سياسة اثراء العمل عن طريق اضافة مهمات الى الوظائف					
١٧. . يقوم مصرفكم بتوسيع العمل افقيا عن طريق اضافة مسؤوليات جديدة					

سياسات الموارد البشرية	غير مطبق على الاطلاق	مطبق بدرجة قليلة	مطبق الى حد ما	مطبق بدرجة كبيرة	مطبق بشكل كلي
١٨. لا يقدم مصرفكم حوافز لموظفيه					
١٩. المكافآت في مصرفكم تعتمد على الأداء					
٢٠. يركز مصرفكم على العداله بين الموظفين لدى توزيع المكافئات عليهم					
٢١. يطبق مصرفكم سياسة تقييم أداء بشكل منتظم ودوري					
٢٢. يستخدم مصرفكم اساليب متنوعة لتقييم الاداء بحسب طبيعة الوظائف					
٢٣. يعتمد تقييم الأداء في مصرفكم على معايير محددة تتعلق بالوصف الوظيفي					
٢٤. . تقييم الأداء يستخدم كأداه أساسيه لتحديد الموظفين ذوي الاداء المتواضع لتدريبهم و الارتقاء بمستواهم					
٢٥. يوجد في مصرفكم معايير أداء مختلفة (مالية,ادارية ...الخ)					
٢٦. يوجد هيئه لتمثيل الموظفين في مصرفكم					
٢٧. يوجد صندوق اقتراحات للموظفين في مصرفكم					
٢٨. معايير التقييم في مصرفكم تأخذ بعين الاعتبار أراء الزملاء					
٢٩. . يطلب منك مدراؤك ان تبدي رأيك قبل اجراء تغييرات على طريقة عملك					
٣٠. غالبا ما يقوم مصرفك بتطبيق أفكارك في العمل					
٣١. تؤخذ اراؤك وأفكارك على محمل الاهمية في مصرفك					

الجزء الثالث: ما مدى موافقتكم للجمل التالية فيما يتعلق بالأداء التنظيمي لمصرفكم:

الأداء التنظيمي	لا أتفق بشدة	لا أتفق	أتفق الى حد ما	أتفق	أتفق بشدة
١. يحقق قسمك الاهداف المجدوله في و قتها المحدد					
٢. يبقى قسمك ضمن حدود الموازنة فيما يتعلق بالتكلفة والمصاريف					
٣. حقق قسمك أهدافه للسنة المالية المنصرمة					
٤. يحقق قسمك الأهداف المحددة له بمصاريف أقل مما هو محدد في الموازنة					
٥. يحقق قسمك أهدافه بوقت اقل مما هو متوقع					
٦. يحقق قسمك أهدافه بعدد أقل من الموظفين المطلوبين					
٧. في مصرفكم نسبة الذين يتركون العمل في تناقص مستمر					
٨. سياسات وأنظمة مصرفكم إجمالاً تساهم في الإحتفاظ بالموظفين					
٩. أنت متفائل بمستقبلك الوظيفي في هذا المصرف					
١٠. في مصرفك يوجد مسار وظيفي واضح لعملك					
١١. في مصرفك الرواتب جيدة ومتناسبه مع المتطلبات الوظيفية					
١٢. العمل في مصرفك ذو تحدي و غير ممل					
١٣. البحث عن شركة أخرى للعمل بها يعد من أولوياتك					
١٤. انت فخور لانك تعمل في مصرفك					
١٥. أنت مستعد لبذل جهد أكثر من المطلوب لإنجاح عمل مصرفك					

Appendix Four

Arabic Abstract

أثر سياسات الموارد البشرية على الأداء التنظيمي: دراسة ميدانية على البنوك التجاريه العاملة في الأردن

اعداد
زياد سامي الكلحة

المشرف
الدكتور زعبي الزعبي

الملخص

تهدف هذ الدراسة الى قياس أثر سياسات الموارد البشرية (التخطيط, الاستقطاب و الاختيار, التدريب و التطوير,تصميم الوظائف وتحليلها, التحفيز, تقييم الاداء, و مشاركة العاملين في صنع القرار) على الاداء التنظيمي (الغير المالي), و مدى وجود علاقة ذات دلالة احصائية بين سياسات الموارد البشرية والاداء التنظيمي, بالاضافة الى بيان درجة تطبيق البنوك التجارية العاملة في الاردن لسياسات الموارد البشرية.

تم دراسة جميع البنوك التجارية العاملة في الاردن و البالغة ٢٥ بنكا تشمل البنوك المحلية, الاجنبية, والاسلامية مع اعتذار بنكين عن المشاركة لأسباب تتعلق بأمن المعلومات من وجهة نظرهم. تم توزيع ٣٥٠ استبانة على المستويات الادارية المختلفة تم اعدة ٢٥٠ استبانة و اعتمدت ٢٠٤ استبانات بعد استبعاد التالف منها حيث بلغت نسبة الارجاع ٧١,٤%.
وأظهرت النتائج تأييد قوي لنموذج الدراسة مشيرة الى ان هناك تأثير قوي لسياسات الموارد البشرية على الاداء التنظيمي ووجود علاقة ايجابية ذات دلالة احصائية قوية بلغت (٧٠,٢%).

أوصى الباحث بضرورة اهتمام البنوك بمحتوى و هيكل برامج التدريب و التطوير, كما اوصى بضرورة الاهتمام بمشاركة الموظفين بعملية اتخاذ القرار حيث انها السياسة الاكثر تأثيرا على الاداء التنظيمي للبنوك علما بأنها الاقل تطبيقا بين السياسات, وأخيرا

اوصى الباحث بدراسات اخرى لمعوقات تطبيق سياسات الموارد البشرية في الاردن خاصة و الدول العربية عامة.